People Success 2.0 Research

Employee Happiness and Success in the New World of Work

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April 2023

Abstract

This paper details a nearly two-year long research effort to examine the fundamental factors that motivate people in a modern work world and revise Glint's **People Success** model accordingly. We wanted to answer the question: *What are the employee experiences (worker needs being reasonably met) that predictably result in people being happier and more successful at work?*

The intended outcomes of this research are a more comprehensive model of employee experience, and a more robust approach to measuring People Success. The basic hypothesis was that "what people expect from their employers has fundamentally (and permanently) shifted as a result of events in 2020 and 2021 to a more humanistic work environment."

This research involved a detailed literature review of seminal studies of human motivation, organizational behavior, and employee engagement and happiness at work spanning the past several decades. Based on these insights, a six-factor construct was proposed, and empirically tested using Glint's database of over 350M anonymized survey responses.

The results showed a shift in employee expectations and needs for happiness and success at work related to factors that are critical to a person's life experience, not just their work experience. These factors include feeling cared for, valued, and supported by the organization, striving for fulfillment, and being inspired to do one's best work, and seeing that one's organization values diversity and inclusion.

From these findings, we developed a new "Elements of People Success" model identifying six focus areas (Purpose, Clarity, Growth, Empowerment, Connection, and Wellbeing), and a revised set of 22 Glint-recommended survey items that best measure happiness and success. Together, these resources provide our customers the opportunity to revisit their survey programs in light of how the employee experience has been impacted since 2020 and select topics that are particularly relevant for their organization to achieve People Success in the new world of work.

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Background

The goal of Glint's "People Success" framework is to enable workers around the world to be their best and do their best work.

In early 2020, amid the first wave of the global pandemic, this research project was launched with an aim to develop a new conceptualization of People Success that would more completely encompass the psychological contract workers expect with their employers -- a more global and holistic conception of employee needs and expectations than what was at the time espoused by Glint's People Success "1.0" model.

With People Success "2.0", we strive to recraft the Glint foundational assessment model in a way that helps platform users maintain a more ongoing understanding of the total employee experience so they can have more impactful conversations and develop better habits that truly address the needs of their teams.

In support of Linkedin's vision of creating economic opportunity for every member of the global workforce, this new model of People Success will ensure that employee needs are more comprehensively reflected across Linkedin pan-talent offerings and in MSFT Viva modules.

Facts at the start of this research project:
- Glint's "People Success" approach resonates with customers as they look to us to help them understand their workforce, have relevant conversations, and make improvements in their culture and management practices across all areas that impact employee happiness and success at work.

- Workers around the world have a consistent set of predictable needs and expectations of their employers that *if met* allow them to be healthier, happier, and do their best work, and *if not met* cause disengagement, underperformance, burnout, attrition, and in severe cases even death.

- Fundamental workplace necessities have been well-documented in the past 20 – 30 years, and generally conform to a human "hierarchy of needs" model.

- In the past decade of global economic prosperity, organizations have focused primarily on "higher-order" needs in this hierarchy like empowerment, growth, learning, performance, advancement, etc.

- Glint defined its initial (2018) model of People Success within this context - congruent with higher-order employee needs (Engage, Perform, Learn; and the "Five Pillars"), and it was quite successful with customers.

- 2020 brought on unprecedented world events that have required employers to fundamentally re-examine most every assumption about employee expectations, and in particular, newly unmet 'lower-on-the-hierarchy' needs like:

  - Economic, physical, and psychological safety
  - Treatment, diversity, inclusion, equity, belonging, and trust

○ Health, wellness, and resilience
○ Human connection and community at work (and outside)
○ Justice and social responsibility

● As a result of these new expectations, the Glint's People Success "1.0" expression of needs quickly started looking limited - it did not address all areas which, going forward, have become part of a "new normal" dialogue in terms of what it takes to truly help people lead their best lives and be their best selves at work.

● With global forces such as the pandemic, geopolitical and social upheaval, and dramatic shifts in business and economics, employers are realizing now that they are more in service of people than the other way around.

● In fact, people's expectations of their employer shifted dramatically during 2020 - 2021. Glint LinkedIn research (May 2021) reported more than 75% of respondents felt it was equally or more important for employers to support various corporate actions that benefit society compared to one year prior.

Corporate Impact on Society is Becoming More Important

Compared to one year ago, how important is it to you that a potential employer do the following things?

	Never was important	Less important	Equally important	More important	Not sure
Give back to the communities in which it does business	5%	4%	51%	38%	3%
Deliver its products/services in environmentally sustainable ways	5%	3%	45%	45%	2%
Advocate for and make changes to support social justice issues	11%	6%	44%	33%	6%
Encourage community volunteer activities for employees	10%	6%	50%	29%	4%
Regularly contribute (money/products/services) to charitable causes	10%	5%	54%	27%	4%

Source: Glint-designed questions administered on May 2021 LinkedIn Omnibus Survey (n = 2,985 respondents)

Outcomes

The intended deliverables of this research are more comprehensive models of employee experience that inform a more robust approach to People Success and its habits within organizations:

• New models for the modern workplace (e.g., the People Success Elements framework),
• Fundamental changes in Glint's survey constructs and program offerings (e.g., updated key drivers of engagement items), and
• An expanded Glint taxonomy supporting new items for measuring emerging concepts/topics.

Introduction: Why do this? A Personal and Professional Journey

Helping the world understand how to make workers' lives more fulfilling, meaningful, and joyful is my passion. As an Industrial Engineer early in my career, making people's work more efficient and less costly was my job. A few years later, when I followed my talents and interests into people management, I discovered that I wanted to have a bigger impact on the entire organization. So, I went back to school for a graduate degree in Organization Development and changed my career trajectory. I soon discovered my true calling - bringing humanity to the world of work, and helping people have more meaningful job experiences - and it has defined my purpose ever since.

It is important to state right up front that I have developed my own POV having devoted the last 15 years to studying the topic of Employee Engagement and Experience (EX) and applying solutions in the organizational context with dozens of clients. Based on my experience and prior research my belief is that employee happiness (and ultimately success) depends on meeting fundamental human needs that drive both intrinsic and extrinsic satisfaction and fulfillment in the work context.

- Research shows that basic human needs and motivations tend to be similar across cultures, although the order and magnitude can largely differ across cultural lines.
- Most human beings have basic innate needs which start with the satisfaction of physical, material, and physiological wellbeing, then interpersonal relationships, and in many cultures, a sense of personal esteem and fulfillment.
- Most people are free to act upon their higher order needs so long as more basic needs are substantially met.

While at Intuit researching employee needs at work, I studied various 'Need (Content) Theories of Motivation' such as Maslow's Hierarchy; Alderfer's Existence, Relatedness, and Growth (ERG) Theory; McClelland's Motivational Needs Theory; Herzberg's Hygiene and Motivation Theory and countless other academic and practitioner studies to reveal a couple of basic concepts about human motivation that are common across these studies.

I then used several years of Intuit employee survey data to formulate a construct and assessment approach that Intuit used to develop the culture and management practices best designed to meet those needs.

The following model summarizes the author's prior research and findings related to employee needs at work.

Employee Needs at Work		
Inspirational Needs	*Identity & Meaning*	*I am part of something bigger than myself -- transforming the world and my community for the greater good. I see how the work I do has purpose and makes the world a better place.*
Worth Needs	*Accomplishment & Esteem*	*I am challenged to maximize my strengths, increase my potential, make a valued contribution, grow, and learn, and do my best work. I am appreciated for my unique talents and accomplishments.*
Connection Needs	*Relationship & Belonging*	*I have a sense of inclusion as a trusted, integral member of a community of people I like and respect, where my social needs for authentic connection are met.*
Baseline Needs	*Security & Justice*	*I am economically stable and enjoy physical and psychological safety. I am treated fairly and equitably. I have the basic tools and resources to be successful in my job.*

The Intuit Model of Engagement (2009) - C. S. Ramsay
(page 22, Employee Engagement at Intuit© published by Intuit Corp., 2009)

It is important to note that most of the needs identified in the Glint People Success 1.0 model (growth, fit, alignment) rely on meeting the *Worth Needs* of employees in the above model to the exclusion of other levels. This is understandable given the profile of Glint's customers and the business environment in 2018 when People Success was first defined.

At the time I expressed concerns that this model was limited in scope, but without substantially compelling data, I was unable to influence a broader conceptualization of what make people happy and successful at work.

The global pandemic changed all that.

In the next section, we trace the history of Glint's research and point of view on what makes people happier and more successful at work and why a new model for people success makes sense now.

Background and History of 'People Success'

<u>Initial Research</u>
Glint's mission is to helping people be happier and more successful at work. We help customers develop an integrated feedback system to assess their employees' engagement in a simple yet powerful way and take the right actions to improve their workplace experience.

Research in 2014 by Glint founder Goutham Kurra on a new measurement system and approach started with a foundational study of best practices for measuring employee engagement. This research identified a two-item index: *How happy are you working at your company? + I would recommend my company as a great place to work* - that captured 90% of the variance (r = 0.95) across an eleven-item 'uber' engagement construct that included ratings of pride, intent to stay, satisfaction, organizational citizenship behavior, and discretionary effort.

With this index as an outcome variable, Glint ran extensive global panel studies in 2015 to identify a core set of antecedent (predictor) variables which included 21 items to measure various important employee experiences, e.g., Belonging, Culture, Prospects, Growth, Career, Leadership, Purpose, Decision Making, Recognition, Empowerment, Resources, and Inclusion. This concise set of 21 validated predictors of engagement helped Glint promote to our first customers the power of single-item measures enabling them to use shorter and more frequent surveys that targeted only the most important topics on a regular (e.g., quarterly) cadence. More details on Glint's core engagement model and Key Drivers of Engagement items are covered later in this report.

Coupled with Glint's award-winning Narrative Intelligence™ (using natural language processing and machine learning to surface topics of concern from written text responses), customers have a comprehensive feedback system that produces the highest quality insights with the least burden on survey respondents.

As we worked with more customers, demand increased for a more comprehensive set of survey offerings, and within those programs, additional items to measure a broader array of employee experiences. The People Science team worked throughout 2016 to build out an expanded bank of items called the "Master Employee Experience Taxonomy" starting with the original Core Standard Engagement constructs and items.

Leveraging external research across more than a dozen academic and industry models of employee engagement, and text analyses of our customer verbatim responses, we defined a foundational construct of sixteen domains of employee experience: Engagement (outcomes), Corporate Identity, Leadership, Innovation, Communication, Decision Making, Supervision, Cooperation, Job, Growth, Resources, Execution, Rewards, Treatment, Wellbeing, and Personal. These sixteen were further broken down into 130 unique facets that we called subdomains. With a goal of having one Glint-recommended item for each unique facet of employee

experience, throughout 2016 and 2017 we ran dozens of external panel studies to test new items and establish benchmarks aligned with the foundational model.

Starting in 2016, we've designed, tested, and added many new survey instruments (Onboarding, Exit, Manager Effectiveness, Team Effectiveness, Diversity & Inclusion, 360, and industry-specific surveys: Nursing Excellence and Glint Patient Safety Pulse). These new survey program offerings further increased the number of valid items in the Master Employee Experience Taxonomy to now more than 350, most of them benchmarked, and many of them offering alternate wording to help customers customize their surveys.

As more customer data became available, analyses of the key drivers of engagement were repeated in 2017 and 2018 yielding a slightly different set of "top drivers" of employee engagement. See the Key Drivers of Engagement section for more details on these subsequent key driver analyses.

By mid 2018, Glint had hundreds of customers and the items in our taxonomy were being used in thousands of surveys responded to by millions of employees around the world.

Interestingly, first with customers who did not have a legacy of traditional surveying experience, we started to see our vision (and advice) come to life. We noticed that by using our recommended survey offerings, gathering more frequent feedback, and having higher quality ongoing conversations; the focused, incremental improvements in our customer organizations resulted in more engaged employees, reduced attrition rates and better results.

We realized that the best client organizations were starting to develop natural and ongoing habits around feedback, conversations, goal setting and growth. And because employee pulsing was short and happening throughout the year (e.g., quarterly), these behaviors were woven into the natural course of business as opposed to more traditional survey practices -- the dreaded "big annual event".

In an effort to capture and share this emerging set of employee-centric engagement practices, in 2018 we created the concept and term "People Success" and defined it as "bringing your best self to work and doing your best work." Expanding our focus beyond helping our clients measure and interpret survey responses, we envisioned a bigger value proposition that *"helps direct the organization's energy on the employee experiences that lead to happiness and success at work by focusing on a simple set of core habits -- seeking and receiving feedback, setting goals, checking in regularly, learning and growing -- that turn intentions into practices. These habits build cultural norms that impact the experiences employees have at work, and ultimately, help people grow and do their best work."*

People Success 1.0 Conceptualization and Model development

The People Success 1.0 model draws from early empirical findings mentioned above and focuses on three broad experiences within a positive work environment: Engagement, Performance, and Learning.
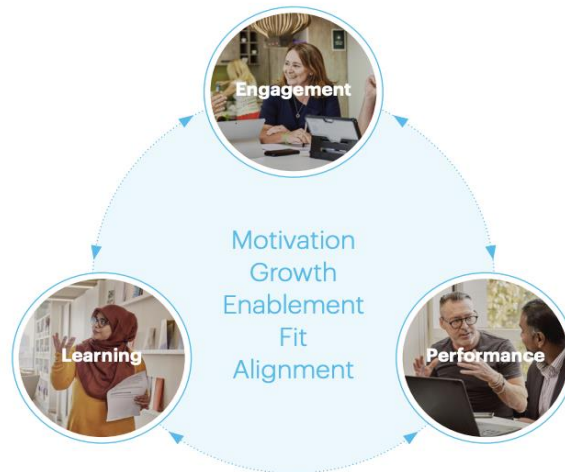
Initial concept model for People Success 1.0 (2019)

Within the three focal areas are Five Pillars of People Success (Motivation, Growth, Enablement, Fit, and Alignment) which help ensure experiences and discussions are focused on the engagement, performance, and growth of the employee, defined as follows.

- **Fit**: Your role matches your strengths and interests, and you feel a sense of belonging at work.
- **Alignment**: You know what success looks like, what to prioritize, and you get feedback that helps you change course if needed.
- **Enablement** You have the support, tools, and resources you need to work effectively.
- **Motivation**: You have the freedom to own your work, and you feel like you're having a meaningful impact.
- **Growth**: You are learning new skills, diversifying your experience, and progressing professionally.

Platform Features Alignment

This Glint People Success framework promotes worker needs in a way that is uniquely solved by leveraging the Glint platform and its features. Using Glint's recommended People Success approach (the Habits) and technology aims to instill solid habits between managers and employees for engagement, performance, and growth. The platform has been designed to facilitate People Success habits.

People Success Habits

- Get Feedback & Insights
- Have Conversations
- Set Effective Goals
- Encourage Learning and Growth

I like to think of Glint as a "People Success System" -- one which goes from goal-setting to feedback to conversations to development.

Josh Bersin

Early Market Acceptance

Our message to the market was how establishing a People Success Approach is an exciting aspiration for organizations that believe their success hinges on the success of their people. The People Success strategy calls for a people-centric approach to employee engagement, performance, and growth throughout the employee lifecycle. This approach requires managers and employees to regularly connect through ongoing conversations, goal setting, and feedback with the intent of helping others unlock their most successful selves. This model was recognized at the time by highly influential experts like Josh Bersin (see sidebar).

Limitations in the PS 1.0 Framework

With Glint's acquisition by Linkedin in late 2018, and the rapid growth in our customer base (well over 500) in 2019, the People Success model was a key part of our value proposition to many new customers throughout 2019.

However, by mid 2020, as the pandemic, and escalating economic, political, and social events impacted the everyday lives of workers across the globe, Glint clearly saw through our interactions with customers and our own experiences a shift in focus on what was most important to the happiness and success of employees. The People Success 1.0 model started to rapidly look out of touch with what had become a *new reality* for motivation in the workplace.

It was this realization that prompted the author to begin investigation into a potential new conceptualization of happiness and success at work. Playing off the nomenclature used for major "next generation" software platform releases, he named it People Success "2.0" and the term has remained since.

The next section covers the foundational research approach and findings into the basic human experiences that make people happier and more successful at work

Human Motivation at Work
What Drives People Happiness and Success?

There are many significant experiences beyond the scope of People Success 1.0 that make or break an employee's sense of happiness and success, especially with higher levels of concern and need arising from the global pandemic, social unrest, racial injustice, political and economic instability, and many other factors affecting the wellbeing of today's worker.

There is broad recognition of a new reality for employee engagement.

Limitations of this study
This study does not attempt to establish new discoveries in the field of human motivation at work but is based on a comprehensive review of well-researched concepts and established constructs that guide the research effort.

Glint's mission statement is to help people be happier and more successful at work. In this research project, we do not attempt to justify or redefine the "happiness and success at work" outcome that Glint strives to help customers achieve. Nor will we challenge or attempt to further prove the well-established connection between employee happiness and success, and business outcomes. Future Glint research will tackle investigating a potential new engagement outcome measure, but that is out of scope for this project. More on Glint's outcome index can be found in later sections of this report.

Assumptions, Definitions and Constructs Used in this Study
The scope of this research is guided by the fundamental assumptions that, generally:
- People behave at work in ways that aim to meet their natural human needs and aspirations.
- They strive to bring their whole selves to work and perform to the best of their abilities, and
- Their level of motivation, happiness and success are strongly influenced by how well working conditions, cultural norms and management practices meet their expectations and shape their everyday work and life experiences.

These assumptions set up a model for research which answers a foundational question:

> ***What are the human experiences and needs in the new world of work
> that predictably result in people being happier and more successful in life?***

For purposes of this research, we can largely assume based on feedback from Glint customers, that organizations are willing to explore the concept of "People Success" given the extent to which it appears to promote positive employee outcomes and ongoing business success. We also assume that increasingly organizations today are willing to take a more worker-centric approach to their management practices (addressing the holistic human-centric needs of employees). Those organizations who are stuck using past, outdated motivational models may find themselves in the center of the Great Reshuffle.

Research and Literature Review

The following Employee Engagement relationship model adapted from Glint Research (circa 2016) captures well the assumptions and variables as outlined above and has served to guide this research and literature review.

People Success Antecedents

People Success Outcomes

| The Culture and Work Environment (...values and leadership/ management practices) | Employee Experience (...where needs are heard and addressed) | Engagement State (...happiness, trust security, belonging, esteem, commitment) | Employee Success (...achievement, growth, retention, performance) Business Success |
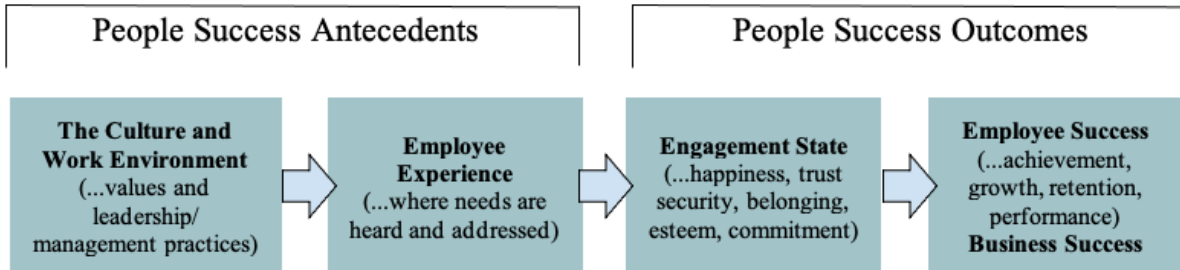
People Success Antecedents

Starting of the left, Culture and Work Environment include values and norms, leadership and management practices, and any psychosocial and environmental factors which characterize the dominant culture of an organization. These conditions are unique to every company and have a major influence in shaping the Employee Experience.

Some organizations are proactive in defining their intended culture. For example, as Cameron (2011) describes in the "Virtuous Organization" some organization may strongly espouse a belief in displaying moral excellence and honor, where "employees collectively behave in ways that are consistent with the best of the human condition and the highest aspirations of humankind.[1]" This intentional focus on "doing right" has a profound impact on the behavior and decisions of employees, as well as morale within the organization. Other organizations may pay less attention to defining their culture, but a culture still exists (intentionally or not) and plays no less a role in shaping employee attitudes and actions.

Employee Experience (EX) is defined as the journey an employee takes with the organization and focuses on the relationship between the employee, the organization and the work and includes every interaction that happens along the employee life cycle (ELC), plus the experiences that involve an employee's role, workspace, manager, and well-being[2].

Understanding the term 'employee experience' starts with understanding its origin. Organizations have been studying the 'customer experience' for decades to understand the buying habits of customers. The term also has roots in the IT world where it emerged to count and measure everything that could impact an employee. From the HR viewpoint, employee experience encapsulates all the touchpoints that an employee could interact with at different times and varying levels of the organization. This could range from benefit selection to

[1] Manz, Charles C., Kim S. Cameron, Karen P. Manz, and Robert D. Marx. "The Virtuous Organization: An Introduction." In *The Virtuous Organization*, 1–16. WORLD SCIENTIFIC, 2008.

[2] Gallup. "The Employee Experience and a Great Workplace Culture - Gallup." Gallup.com. 2020.

workplace setup, to the onboarding experience. Some of the elements of employee experience are transactional in nature – getting access to preferred coffee in the breakroom, to transformative – "doing work I am good at that I find meaningful".

People Success Outcomes

An EX is often judged by how effectively an employee's needs and expectations are met during their tenure with the organization. A mostly positive EX over the employee life cycle predictably results in a positive Engagement State defined as a within-person cognitive/emotional state characterized by happiness, feelings of belonging, commitment, etc. As engagement levels increase, creativity, motivation to challenge oneself, learn, reach goals, and contribute beyond the current role expectations also increase, and in turn, greater commitment to stay with the organization.

It is fair to note here that individual factors like competence level, personality traits, level of perception, underlying psychological stressors, and emotional intelligence often influence the degree to which we feel comfortable in a professional situation and impact our resulting engagement state. It is beyond the scope of this study to delve into various intrapersonal 'traits' and their impact on engagement. With that said, research has shown that an employee's personal mindset and outlook can drive their engagement more than classical assumptions, e.g., working for a great manager.

Behavioral outcomes that signal Employee Success (e.g., retention, productivity, performance, extra-role activity, etc.) lead over time to sustainable success as measured by goal achievement by the individual and positive outcomes for the organization (Business Success). [Glint, Sep. 3, 2019, Engagement - Business Outcome Linkage]

People Success (defined earlier) helps focus the organization's energy on the employee experiences that lead to happiness and success at work by focusing on a simple set of core habits: seeking and receiving feedback, having conversations, setting goals, checking in regularly, and learning and growing, that turn intentions into culture. These habits and cultural norms build up to an employee experience that helps people grow and do their best work.

For purposes of this study, we focus first and primarily on a deep examination of EX and its impact on the employee state of engagement defined as being happy and feeling successful.

Employee Experience (...where needs are heard and addressed) → **Engagement State** (...happiness, trust security, belonging, esteem, commitment)
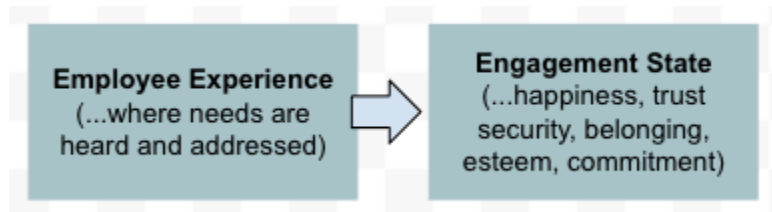
The State of Engagement (Outcome) – Happiness at Work (HAW)

Glint ex-CEO Jim Barnett started Glint with the vision of a world where people loved their jobs. Thanks to his leadership, this incredible aspiration was built into the Glint culture from day one and manifested in our own experiences as Glint employees. The author is likely not the only "Glintster" to proclaim Glint as a peak experience in their career journey.

In his final address to the Glint Staff in October 2020, Jim quoted his mentors and teachers by saying: *"Happiness is when we learn to welcome what is and wanting what you have."* He further elaborated on three paths to (drivers of) happiness:
1. Our Setpoint/Mindset/Genes (who we are)
2. Circumstances (where we are)
3. Habits/Actions/Behaviors (what we do)

It is with Jim's spirit and wisdom that we initiate this research starting with *happiness*.

Happiness

We start with the end in mind. Recent research (Deci & Ryan, 2017) in positive psychology has shown that happiness can be experienced in two forms: happiness as being <u>hedonic</u>, accompanied with enjoyable feelings and desirable judgments, and happiness as being <u>eudemonic</u>, which involves doing virtuous, moral, and meaningful things. Some psychologists argue that hedonic happiness is unstable over a long period of time, especially in the absence of eudemonic wellbeing. Thus, in order for one to live a happy life one must be concerned with doing virtuous, moral, and meaningful things while utilizing personal talents and skills[3].

We find parallels to these two views of happiness in the work experience. Employees must find their experience of the company and the work itself to be enjoyable and self-validating to be happy, but over a longer tenure, they find even greater happiness through experiencing the meaning and impact of their work on others.

To understand how hedonic happiness works for employees, we look to the Self-Determination Theory, a framework for understanding human motivation, which asserts that the fulfillment of basic psychological needs drives motivation, growth, and well-being. According to this theory, the needs for <u>relatedness</u>, <u>competence</u>, and <u>autonomy</u> are universal and fundamental to healthy human functioning[4].
- *Relatedness* is a sense of feeling cared for through close relationships.
- *Competence* is a desire to feel effective in one's activities and work.
- *Autonomy* is having volition or choice, agency in one's own life.

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[3] "Happiness at Work." In Wikipedia, December 1, 2020.
[4] Deci, Olafsen, and Ryan, "Self-Determination Theory in Work Organizations." 2017.

This theory is built upon the fundamental premise that human beings are free to pursue the realization of their potential when afforded the opportunity to satisfy more basic psychological needs. Optimal human functioning starts with establishing secure relationships with others, demonstrating uniqueness through talents and capabilities, and gaining autonomy for one's life choices. Satisfying these needs brings hedonic happiness.

To reach even higher levels of happiness and fulfillment, employee needs extend beyond the immediate self-centered job satisfiers (hedonic) to the desire for a greater sense of purpose and contribution to others (eudemonic). These additional facets are explained well by the **Six-factor Model of Psychological Well-being** which in addition to adding the pursuit of personal growth (potential fulfillment) includes leading a purposeful life (one with meaning and direction)[5].

Martin Seligman (2017) who has written extensively on happiness, well-being, and positive psychology is among the most widely known authors on what makes humans flourish. His PERMA model[6] of well-being includes five dimensions: positive emotions, engagement, relationships, meaning, and accomplishment. This model, taught at LinkedIn in a learning series called "Science of the Good Life", emphasizes the importance of many of the same factors as Self-Determination Theory and the Ryff's Model of Psychological Well-Being.

Most of these models and much of the research in the past 20 years reveal these hedonic and eudemonic worker needs follow a natural hierarchy, similar to the famous Maslow's Hierarchy of (Human) Needs (A. H. Maslow, 1943). [see multiple other models in the appendix]. These models suggest the most basic needs must be largely satisfied before "higher order" needs can be addressed.

However, a step-by-step "hierarchy" where lower order needs must be met before any higher needs can be attended to is too strict an interpretation, both in the human experience and in the workplace. More realistically, various needs can manifest for a given individual at different levels and at different times. So, it is imperative that the organization understand the whole picture and employ the means to monitor what is most important and motivating to employees at the individual level over time in order to foster the best working experience for that employee.

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[5] Ryff, Carol "Six-Factor Model of Psychological Well-Being." 2014.
[6] Seligman, Martin "The PERMA Model." 2011.

Employee Needs for Happiness and Success at Work (Antecedents)

In my review of more than a dozen such hierarchy of worker needs models, there is a highly consistent pattern to the "levels" and the needs within each level (see Figure I in the appendix for more detail). Employing a meta-analysis and aggregating the concepts across these models resulted in a proposed construct of five consistently mentioned levels of employee needs and outcomes:

Worker Needs	Summary of most frequently mentioned concepts	Outcomes	Summary Description
Self-Actualization Needs	● Sense of purpose, legacy, transformation for the greater good, in service of others ● Autonomy, empowerment, decision making, independence, agency, freedom of choice ● Fulfilling potential through growth, opportunity, creativity, challenge	*Purpose & Fulfillment*	The work I/we do has purpose and helps transform the world and my community for the greater good. I am challenged to maximize my virtues and strengths, grow to achieve my fullest potential, and do my best work.
Esteem Needs	● Self-esteem, status, pride ● Accomplishment, Feedback, and performance ● Feeling worthy, valued, appreciated, having voice and influence ● Recognition, reward	*Achievement & Esteem*	I am competent and proud of my work, and feel valued for my unique talents, perspectives, and achievements. I am appreciated and rewarded for my accomplishments.
Belonging Needs	● Trust, respect ● Camaraderie, social connection, community ● Teamwork, cooperation ● Diversity, inclusion	*Relationship & Belonging*	I have a sense of inclusion as a trusted, integral member of a diverse community of people I like and respect, where my social needs for authentic connection are met.
Safety Needs	● Security, stability ● Psychological safety ● Health and wellbeing ● Dignity, fair treatment, equity	*Security & Justice*	I am secure and economically stable. I enjoy wellness and psychological safety at work. I am treated fairly and equitably.
Physiological Needs	● Fair wages ● Equipment, workspace ● Food, clean air, breaks ● Physical Safety	*Job Survival*	I am paid a fair wage and benefits and have work conditions to help me stay safe and healthy. I have the basic tools and resources to be successful in my job.

Simplifying this table, we establish the meta-construct that guides further and more detailed research to follow.

Employee Needs	Outcomes
Self-Actualization Needs	*Purpose & Fulfillment*
Esteem Needs	*Accomplishment & Self Worth*
Relationship Needs	*Connection & Belonging*
Well-Being Needs	*Security & Justice*
Basic Needs	*Safety & Survival*

Early Model Validation

In the Fall of 2020, before launching into further literature review to research the outcomes and dimensions in the proposed model, we wanted to make sure we were going in the right direction. To validate this new Employee Needs construct at a high level, we took advantage of Linkedin's October 2020 Omnibus Survey by collecting data on select "marker items" in each level from volunteer poll respondents (who had active Linkedin profile accounts) asking them to rank the relative importance of each need.

Results from 3038 respondents showed that needs at each level in this construct were important to employees with a range, from 92% stating Basic needs are most important to 67% stating Self-actualization needs are most important. Note that this poll was conducted during a particularly challenging period of the global pandemic which may have skewed worker concerns towards needs that were lower in the hierarchy.

Needs	In your opinion, how important are each of the following when it comes to work?	Avg %
Self-Actualization	Seeing how my work makes the world a better place	67%
Esteem	Being recognized for my unique contributions and perspectives	77%
Relationship	Feeling a sense of belonging in my work community	80%
Well-Being	A stable job that provides economic security	83%
Well-Being	Being treated fairly at work	95%
Basic	Work conditions that keep me safe and healthy	92%

% of respondents who rated item 'very important' or 'extremely important'
Voluntary poll conducted October 2020 of surveyable members with active LinkedIn accounts using a five-point scale: Not Important at All to Extremely Important
N = 3038

It is interesting to note that the average importance of each level decreases from Well-Being through Self-actualization perhaps suggesting not all employees seek or expect their Relationship, Esteem, or Self-actualization needs to be met at work. Let's keep in mind that the respondents (LinkedIn account holders) are generally more educated and connected than the average worker globally and this undoubtedly influences these findings. Should this study reach out to a cross section of global workers in all fields and work situations, what is most important to them would skew *even more* towards the basic needs and well-being.

We further cut these data by region, job level, and age (generation) and found only a few notable differences (significant at .05) across these demographics. [see full results in the appendix].

- "Seeing how my work makes the world a better place"...
    - is of higher importance to younger generations Gen X (68%), Millennials (70%), and Gen Z (78%) than Baby Boomers (61%).
    - is of higher importance in APAC (77%) than in NAMER (63%) and EMEA (61%).
- "Being recognized for my unique contributions and perspectives"...
    - is more important in APAC (84%) compared to NAMER (71%).
    - Is more important to Millennials (81%) than Gen X (75%) and Baby Boomers (76%).
- "A stable job that provides economic security"...
    - is higher rated in NAMER (89%) than in EMEA (77%).
    - Is less important to Director+ (78%) than ICs (86%) and Managers (86%).

Using Glint Customer Data

In late Fall 2020, we expanded this validation inquiry to look at each of the 15 dimensions in relation to overall happiness. Glint People Science Senior Analyst, Yee Mun Chan, using one "marker item" for each dimension and leveraging Glint's customer data (18.4M employee responses from a 12-month look back) examined how needs in the 15 dimensions correlated with the outcome eSat (Happiness). Note the top four of five employee needs levels were represented by these top eight drivers.

We found strong ($r > 0.50$) correlations in these top eight drivers:
1. Having purpose (0.64) [Self-Actualization Needs]
2. Fair treatment (0.64) [Well-Being Needs]
3. Belonging (0.63) [Relationship Needs]
4. Psychological Well-being (0.61) [Well-Being Needs]
5. Sense of accomplishment (0.58) [Esteem Needs]
6. Feeling valued (0.57) [Esteem Needs]
7. Feeling appreciated (.55) [Esteem Needs]
8. Having voice (0.54) [Relationship Needs]

As we studied the full list of top correlates of eSat and compared that to the 1.0 "Five Pillars" of People Success (Motivation, Growth, Enablement, Fit, and Alignment), we found that several key needs dimensions were completely missing from the People Success "Five Pillars" (listed here again for your reference):
- **Fit**: Your role matches your strengths and interests, and you feel a sense of belonging at work.

- ○ **Alignment**: You know what success looks like, what to prioritize, and you get feedback that helps you change course if needed.
- ○ **Enablement:** You have the support, tools, and resources you need to work effectively.
- ○ **Motivation**: You have the freedom to own your work, and you feel like you're having a meaningful impact.
- ○ **Growth**: You are learning new skills, diversifying your experience, and progressing professionally.

The critically important employee needs drivers and experience dimensions *not* covered by the People Success 1.0 Pillars are:

- ▪ Sense of pride in your accomplishments, feeling appreciated
- ▪ A contribution outside yourself to serve others
- ▪ Opinions counting/ having voice
- ▪ Community/connection/relationships
- ▪ Well-being
- ▪ Fair treatment/equity
- ▪ Safety and Security

This was a timely discovery as the Microsoft Viva team was showing strong interest in Glint's PS 1.0 Pillars. A small team (Ia Ko, Amy Lavoie, Jaime Gonzales, and the author) met in January 2021 and drafted a new framework and set of categories to capture what the PS 2.0 research had found by that point to be the most important conditions and environment for happiness (inclusive of the several missing dimensions). This new six-box framework was named **"The Elements of People Success"** to distinguish it from the former "Pillars".

This new Elements of People Success model was picked up by Microsoft in February 2021 for use in the introduction of Viva, a new employee experience platform that brings together communications, knowledge, learning, resources, and insights.

The Elements of People Success model aligns well but not perfectly with the proposed five level needs model. To further understand each level and dimension a deeper dive into employee needs was conducted January through March 2021 with help from People Science Senior Consultant, Freyja Quick.

The Five Levels of Worker Needs – What the Research Tells Us

This section covers the five levels of worker needs in much greater detail starting with the Basic (Physiological) needs and working up the hierarchy.

Basic (Physiological) Needs

Summary: At the most basic level workers must be able to 'survive' on the job and subsist in their lives outside of work. They need the basic conditions, resources and provisions, and a safe space to perform their tasks, a clean and comfortable environment (temperature, air, water) and the ability to eat and take breaks for rest and recuperation as needed to survive throughout the work period. They need reasonable expectations of the shifts and hours worked, workload, and to receive remuneration for their work that enables them to maintain a basic living standard for themselves and their dependents.

During the 2015 UN General Assembly, the International Labour Organization 2030 vision and proposal for "Decent Work" (aspirations of people in their working lives) called for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men[7].

Working Conditions/Safety
Working conditions are at the core of paid work and employment relationships. Generally speaking, working conditions cover a broad range of topics and issues, from working time (hours of work, rest periods, and work schedules) to remuneration, as well as the physical conditions and mental demands that exist in the workplace. Many workers throughout the world do not even have the most basic conditions met. According to the International Labour Organization (ILO) more than 2.78 million people die as a result of occupational accidents or work-related diseases per year globally. Additionally, there are some 374 million non-fatal work-related injuries each year[8].

Enablement/Resources
Beyond safety, workers expect to be able to carry out their tasks with a minimum of frustration. People need to feel industrious and expect their employers to provide the basic workspace, policies and procedures, information and training, and tools and other resources that enable them to execute their assigned work and be productive. They expect equipment to be in working order, safe to use, and appropriate for the job at hand. Any provisions that increase quality and productivity are both good investments for the company and result in less frustration from the worker. "The right tools make the workers happy and ease the transition from newbie to

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[7] International Labour Organization. https://www.ilo.org/ "Decent Work." 2020.
[8] International Labour Organization. https://www.ilo.org/ "Safety and Health at Work (Safety and Health at Work)." 2020.

member of the team. All of this contributes to the creation of a productive culture that can be seen from both the inside and the outside."[9]

<u>Job Demands/Stress/Workload</u>

When employees are happy, they tend to persevere toward organizational outcomes. "High job demands decreased employee happiness, which subsequently decreased employees' organizational commitment, task performance, and contextual performance, while increasing turnover intentions and counterproductive work behaviors."[10]

A May 2020 study by The Economist[11] found that workers in 65 countries around the world are working longer hours now that covid-19 lockdowns have forced offices to close and working from home has become routine. Comparing average workdays from January-February to April-May, the average workday has increased in most every country (e.g., by 47% in Israel).

Before the onset of COVID-19, almost 60 percent of workers shared that stress had brought them to tears at work, a 23 percent increase from 2019. Surveyed following the onset of COVID-19, 69 percent of workers claimed this was the most stressful time of their entire professional career, including major events like the September 11 terror attacks, the 2008 Great Recession and others. Every demographic, including adults over the age of 55, rated COVID-19 as the most stressful time. And 43 percent of employees have become physically ill as a result of work-related stress.[12] In early 2021 during the mid-pandemic period, Glint found that women cited experiencing overwhelming workload 20% more frequently than men (February 2021 Glint Wellbeing [Report](#)).

Prolonged periods of stress lead to burnout. Gallup recently surveyed more than 7,500 full-time employees about burnout and found that 76% of full-time workers are dealing with burnout at some point while at work[13].
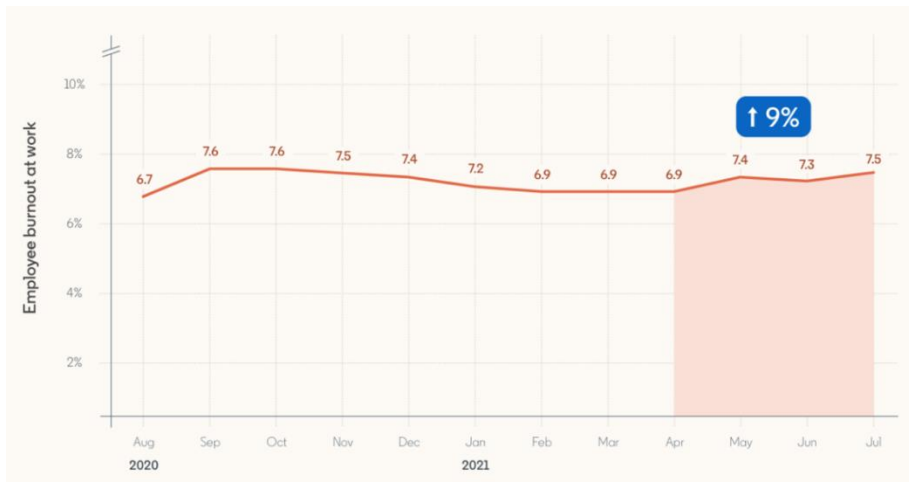
Glint's burnout signal rate (BSR) tracks the incidence of burnout globally. We found that this rate increased sharply at the start of COVID-19 (3.96 in Feb 2020) and reached a new *sustained peak* of 7.5% during the 2021 pandemic period.

[9] The Academy of Management. "The Importance of Providing the Right Tools at Work." 2019.
[10] Thompson and Bruk-Lee, Applied Research in Quality of Life. "Employee Happiness. Why Should We Care" 2020.
[11] "People Are Working Longer Hours during the Pandemic." The Economist, November 24, 2020.
[12] Bloomberg. "New Data From Ginger Shows Nearly 70 Percent of Workers Feel More Stressed During COVID-19 Than at Any Other Point in Their Entire Professional Career." April 2020.
[13] Gallup. Inc, "Employee Burnout." 2020.

To combat burnout, workers need support from their employer to establish a reasonable workload, focusing on the most important work priorities. They need a chance to exercise, relax and adopt a state of awareness (mindfulness) that allows them to be present, facing work situations with energy, openness, and patience. They need the flexibility in their work time and location to be successful in both work and home life obligations. Glint found that when employees reported satisfaction with their organization's flexibility policies, they were 2.6 times more likely to be happy and 2.1 times more likely to recommend working for their employer (September 2021 Glint Wellbeing Report).

Living Wage
A living wage is defined as the minimum income necessary for a worker to meet their basic needs, which are typically defined as food and water, shelter, utilities, transport, healthcare, and childcare. Workers want to earn sufficient pay to rise above the "poverty line" to live a decent life. Typically, a living wage doesn't include any luxuries like entertainment, vacations, gifts, or dining out[14].

According to the 2018 ILO estimates, 79 per cent of all employed persons in the world did not live in poverty in 2018, while 13 per cent were moderately poor and 8 per cent were in extreme poverty (amounting to a global working poverty rate of 8 per cent). This means that for 1 in 5 of the world's workers, having a job is not enough to keep them and their families out of poverty, pointing to issues of job quality and particularly, inadequate earnings.

A complete report of global working conditions and projections worth reviewing is the ILO's report on World Employment and Social Outlook Trends 2022.

When workers do not earn enough pay to meet basic survival needs, they may resort to working longer hours, or taking on additional jobs, adding to their stress level and reducing the quality of their life and that of their family.

Well-Being Needs

Summary: Beyond the basic 'survival' needs, other fundamental needs surface that help workers experience wellbeing and feel psychologically safe at work. They want a sense of dignity, and a positive and productive work environment where people are respected, treated fairly, and protected from harassment and violence. They desire a sense of security with their employer that their job situation will afford them economic stability for the foreseeable future and that they are compensated equitably in terms of pay and opportunities.

Recent (2021) Gallup data showed that employees of all generations rank "the organization cares about employees' wellbeing" in their top three criteria. For millennials and Generation Z, it's their No. 1 workplace want. People who felt cared for at work were 3.2 times more likely to be

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[14] Livingston, "What Is a Living Wage? - Minimum Income for Basic Needs Above Poverty."

happy and 3.7 time more likely to recommend working for their company (December 2021 Glint Wellbeing [Report]).

Psychological Safety
"A team feels psychologically safe to its members when they share the belief that within the team they will not be exposed to interpersonal or social threats to their self or identity, their status or standing and to their career or employment, when engaging in learning behaviors such as asking for help, seeking feedback, admitting errors or lack of knowledge, trying something new or voicing work-related dissenting views." Interpersonal or social threats are things like being branded negatively, e.g., as ignorant, incompetent, or disruptive; being responded to with ridicule, rejection, blame, disrespect, anger, intimidation, disregard; or, being punished e.g., with negative performance appraisals, unfavourable work assignments or reduced promotion prospects.

Research has shown that the absence of such threats is strongly associated with team members bringing their whole self to work, expressing their creativity, talents and skills without self-censoring and self-silencing and learning actively on the job developing their capabilities and those of their team."[15] A psychologically safe environment promotes interpersonal trust and higher team performance by allowing members to open up to each other, actively learn on the job, and engage in open, thoughtful and inclusive debate.

Leaders play a significant role is creating a more humanistic and psychologically safe workplace. Dutton, et al, recommend that "Leaders should strive to exhibit behavior in line with promoting compassion: treating individuals as whole people who carry emotions into the workplace and display them (Dutton et al. 2006), encouraging permeable work and life boundaries (Lilius et al. 2011), and facilitating high-quality relationships among employees (Dutton et al. 2006) ….practices that foster noticing, feeling, sensemaking, and acting in ways that foster compassion."

Equity/Fair Treatment/Justice
Workers expect their workplace to maintain policies and practices which ensure that people are treated fairly and equitably with respect to performance, promotions, raises, bonuses, benefits, and disciplinary actions. People want an equal chance to be heard, to be recognized for their unique contributions and ideas, and to see injustices handled appropriately. Workplace discrimination occurs when these things are not uniformly administered. The impact on employees is a mistrust of management, reduced morale, and potentially lower performance.

Hundreds of millions of people suffer from some form of discrimination in the world of work. This not only violates a most basic human right but has wider social and economic consequences. Discrimination stifles opportunities, wasting the human talent needed for economic progress, and accentuates social tensions and inequalities. Combating discrimination is an essential part of

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[15] Kaloudis, "Psychological Safety At Work." 2019.

promoting decent work, and success on this front is felt well beyond the workplace according to the International Labour Organization.[16]

People with disabilities make up an estimated one billion, or 15 per cent, of the world's population. About 80 per cent are of working age. People with disabilities, particularly women with disabilities, face enormous attitudinal, physical, and informational barriers to equal opportunities in the world of work. Compared to non-disabled persons, they experience higher rates of unemployment and economic inactivity and are at greater risk of insufficient social protection that is a key to reducing extreme poverty.[17]

Employment Security/Economic Stability

Employment security is about the protection of workers against fluctuations in earned income as a result of job loss. Job loss may occur during economic downturns, as part of restructuring, or be related to various other reasons for dismissals. The growth over the past several decades of non-standard work – temporary contracts, temporary agency and dispatched work, dependent self-employment, marginal part-time work – in many parts of the world, have heightened workers' concerns over employment security. Social security involves access to health care and income security, particularly in cases of old age, unemployment, sickness, invalidity, work injury, maternity, or loss of a main income earner. Only 27 per cent of the world's population has adequate social security coverage and more than half lack any coverage at all.[18]

Relationship Needs

Employees seek authentic social connection, acceptance, and inclusion in their workplace. They desire camaraderie and collaboration on their team, and a sense of community across the organization. These close relationships with coworkers foster respect, build trust, and result in a deeper sense of belonging.

Social Connection/Community

Psychologists have long identified the desire to feel connected to others as a basic human need with interpersonal relationships having a significant impact on mental health, health behavior, physical health, and mortality risk (Umberson & Montez, 2010). Indeed, human physiological systems are highly responsive to positive social interactions. Put simply, when employees experience positive relationships, the body's ability to build, maintain, and repair itself is improved both in the workplace and in non-work-related leisure and resting times.

Positive interactions in the workplace are marked by trust, mutual regard, and active engagement. According to Rosales (2015), interactions characterized in this way can improve employee awareness of others, foster positive emotions such as empathy and compassion, and

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[16] International Labour Organization. https://www.ilo.org/ "Equality and Discrimination." 2020.

[17] International Labour Organization. https://www.ilo.org/ "Disability and Work." 2020.

[18] International Labour Organization. https://www.ilo.org/ "Social Protection."

increase the likelihood of trusting, respectful engagement between individuals.

If we consider that, on average, individuals spend around 40 hours per week at work, it is imperative that employees feel connected and supported through positive social relationships. Seligman (2011) noted that happiness could not be achieved without social relationships, and while social relationships do not guarantee happiness, happiness does not often occur without them (Diener & Seligman, 2002).

Inclusion/Belonging
Deloitte's 2020 Global Human Capital Trends Report reports seventy-nine percent of survey respondents said that fostering a sense of belonging in the workforce was important to their organization's success in the next 12–18 months, and 93 percent agreed that a sense of belonging drives organizational performance.[19]

The need to belong, also often referred to as belongingness, refers to a human emotional need "to affiliate with and be accepted by members of a group". This need is centered on gaining acceptance, attention, and support from members of the group as well as providing the same attention to other members. In social psychology, the need to belong is an intrinsic motivation to affiliate with others and be socially accepted. As it is a natural human desire, employees strive to feel a sense of belonging on their team at work.

For people to feel a real sense of belonging, the workplace must be inclusive, where employees feel heard and have a safe place to express themselves authentically. They must be able to identify with a defined work team (e.g., function, department, or office), have a sense of community, feel valued for their contributions, and aligned with the mission of the organization.[19] Inclusive workplaces allow people to "have a voice" – to share their opinions and perspectives, value the uniqueness of each individual. Glint found that belonging was the number two top diver of a great company culture (May 2021 Glint Wellbeing Report). (Opportunities to learn and grow was number one).

Teamwork/Collaboration
Working together as a team doesn't just benefit the organization. It can also increase job satisfaction and lead to better results. The ADP Research Institute surveyed over 19,000 workers and found that feeling part of a team is a massive factor in employee engagement: those employees who felt like members of a team were more than twice as likely to be fully engaged. Similarly, research by McKinsey also found that the most engaged workers are those who work in teams. They are twice as likely to be fully engaged as people who work on their own. When employees collaborate, they generate the best ideas and solutions to problems, improve efficiencies, build stronger social connections and working relationships, share in a common work experience, learn from each other, watch out for each other's safety, and support each other's success. Over the course of the first 12 months of the COVID-19 pandemic, Glint found that collaboration was the number five top driver of a great company culture (May 2021 Glint Wellbeing Report).

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[19] "Creating a Culture of Belonging | Deloitte Insights." May 2020.

Esteem Needs

Research and writing by Glint Senior Consultant, Freyja Quick.

Employees develop a sense of self-esteem shaped by the degree to which they feel capable, valued, or worthwhile at work. People need to feel that they can perform successfully, that they are trusted as competent and capable, and that their efforts and contributions are valued.

Self-esteem is studied as a hierarchical, multifaceted construct with different levels of generality, broadly conceptualized along two dimensions: global and contingent. While global self-esteem represents the total positive or negative evaluation of oneself, contingent self-esteem pertains to self-evaluations of success in a given domain (e.g., the workplace). A person's global self-esteem is malleable and can fluctuate according to perceived failure or success in contingent domains (Deci & Ryan, 1995)[20], and with continued successes or failures, becomes more stable over time (Crocker & Wolfe, 2001).

Early research looked to establish a relationship between global self-esteem and employee behaviors, beliefs, and attitudes, but with generally limited success. Subsequent research on Organizational-Based Self-Esteem (OBSE) - self-esteem contingent to the workplace – has, however, established robust associations with work-related outcomes.[21]. Introduced by Pierce et al. in 1989, OBSE is a ten-item scale that evaluates the extent to which employees believe they are valued, trusted and effectual members of their organizations.

Research on OBSE generally supports the idea that organizations can influence the self-esteem of their people. Numerous organizational characteristics have been studied as potential antecedents[22], and these can be broadly grouped according to the conditions that lead to the emergence of work-related self-esteem. These are the direct personal experience of success at work, the value of employees as expressed by others and the organizational culture, and cues to the perceived capability of employees as conveyed via the level of system-imposed control.

Performance/Feedback/Experience of Success

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[20] Deci and Ryan, "Human Autonomy."

[21] The focus of the present review is to identify employee experiences important to happiness and success at work, but it should be noted that the theoretical basis of the positive relationship observed between OBSE, and work-related outcomes has been the subject of some debate. Inconsistent associations of OBSE with deviant behavior led Ferris et al. (2009) to contend that self-esteem requires greater specificity to make a direct link to performance outcomes, arguing that a direct relationship will be observed only when self-esteem is staked on performance (as opposed to the more general conceptualization of work-related self-esteem presented by OBSE). Self-consistency theory (Korman, 1970) suggests people behave in ways that are consistent with their self-esteem, such that those with low self-esteem will perform poorly (akin to a type of self-fulfilling prophesy), while the study of pathological or counter-productive forms of self-esteem cast doubt on whether self-esteem is universally associated with positive outcomes (Pierce & Gardner, 2004; Campbell & Foster, 2007; Gardner & Pierce, 2011; Cragun et al. 2020). Nonetheless, published research indicates that the OBSE measure is sufficient to establish a robust positive association between OBSE and good work outcomes for the general population, though the mechanism through which it operates is somewhat moot.

[22] The study of individual traits as antecedents of self-esteem is equally well-established. While factors conceived to originate within the organization are the focus of the present review, we acknowledge that people do not enter work situations as 'blank slates'. For example, individual differences may render OBSE relatively more stable, such that work conditions can have less influence over the development of OBSE (for examples see Pierce et al., 1993; Ferris et al., 2009). Research does however demonstrate robust directional consistency in the association of favorable work conditions with higher levels of OBSE, validating the importance of the organizational context in the optimal development of OBSE.

Research indicates that organizations that create the conditions to promote the successful performance of their people can help their people feel more valued. The ability to fulfill role requirements and tasks affects performance, and as such, establishing optimal role conditions becomes key to creating the success-building opportunities necessary to enhance employee self-esteem.

Adverse role conditions have been reliably linked to the development of low self-esteem. High role conflict and ambiguity show robust associations with low OBSE (Pierce et al., 1993; Jex & Elacqua, 1999, Staehle-Moody, 1998; Kim & Beehr, 2010). Accordingly, supervisor behaviors that provide goal clarity and direction can promote self-esteem (Pierce et al, 1993; Tang & Ibrahim, 1998) and when conflict and ambiguity become resolved, OBSE has been shown to increase (Neal, 2000). These findings show that employees who work in conditions with low clarity and high ambiguity may develop low self-esteem, while those provided with clear direction and goals are more likely to see them as valued organizational members.

Organizational efforts to help new employees develop the skills and knowledge required to meet role requirements have been similarly linked to enhanced OBSE. When provided with clear steps and supportive role models, newcomers have been found to develop a greater sense of self-worth, resulting in a stronger sense of job-self fit following three months' employment (Riordan et al., 2001). OBSE is likewise associated with the provision of adequate training (Covin et al., 1992; Pierce & Gardner, 1993), tools (Pierce & Gardner, 1993) and mentoring (Wu et al., 2019). Collectively, these results show that organizational efforts focused on employee needs can enhance OBSE by setting employees up for success.

Research on self-efficacy lends support to the role that successful performance can have on the development of self-esteem. Self-efficacy is an individual's evaluation of how capable they are of meeting the demands of prospective situations (Bandura, 1982). Related to but distinct from self-esteem, self-efficacy is akin to a task specific self-confidence (Kanter, 2006), but does not necessitate influence on self-worth (Gardner & Peirce, 1998). The relationship between self-efficacy and successful performance is well established, for instance, Stajkovic and Luthans' (1998) meta-analysis of 114 studies revealed self-efficacy to be positively and strongly related to work-related performance. Should successful performance influence self-esteem, it follows that self-efficacy may be important to establishing a success-building environment. Gardner & Peirce's (1998) study of professionals at a US electrical utility provides support for this hypothesis, finding OBSE to be partially shaped by self-efficacy. The effects of self-efficacy on job performance were shown to operate via the effect that self-efficacy had on OBSE. In other words, the link between job performance and self-efficacy was at least in part down to the fact that confidence in the ability to succeed bolsters self-esteem.

Interestingly, research has found that efforts to support the successful performance of employees may have a more pronounced effect on employees with lower levels of self-esteem. Pierce et al. (1993) found that employees with low OBSE performed better when they believed their work environment was supportive to their needs, while the performance of those with high OBSE were relatively unaffected by perceived support. Accordingly, employees who stake

their self-esteem on workplace competence – and have low self-esteem in this area - report more deviant performance-related work behavior (such as time wasting and low discretionary effort) while the behaviors of those with high self-esteem remain stable (Ferris et al., 2009). For manufacturing employees with low OBSE, the likelihood of extra-role performance behavior was enhanced when leaders were believed to make the effort to support their needs (Sekiguchi et al., 2008). In sum, the provision of a supportive environment that promotes successful performance may be particularly important for employees who feel less confident about their contribution to the organization.

To conclude, research indicates that experiencing successful performance is important for the optimal development of work-related self-esteem. Organizations play a key role in creating the environment that gives employees opportunities to experience success through employee-centered efforts that focus on the fulfilment of employee needs. In particular, experiencing success at work may be especially important for new organization members, people who've had limited opportunity to experience success, and those less confident in their capabilities and contributions.

Autonomy and System-Imposed Control

Organizational systems impose varying degrees of control over the actions and behaviors of employees, effecting the level of autonomy individuals can have at work. The importance of employee autonomy for optimal self-esteem is reliably documented (Schwalbe, 1985; Peirce & Gardner, 2004; Bowling, et al. 2010). As the work environment is understood to cue employees to the extent they are valued, trusted and worthy organizational members (Korman, 1970, 1976; Pierce & Gardner, 2004), it follows that systems fostering high job autonomy will play a key role in conveying to employees that they are valued as – and trusted to be – competent and capable contributors.

So-called mechanistic organizations operate with high-levels of system-imposed control. They are typically hierarchical in structure, with strict lines of authority, and prescribe high specialization of functional tasks and labor division. Pierce et al. (1989) found that people working in mechanistic organizations had lower OBSE levels than those working in more organically designed social systems, while Tan and Kong (1997) similarly observed that aspects of organic structures promoted self-esteem.

Role complexity is a product of the organizational social system and typically studied as a subdomain of workplace autonomy. While mechanistic structures prescribe narrow parameters for autonomy through high specialization and task repetition, complex and varied tasks require higher levels of autonomy. In line with research that links OBSE with the organizational system, the literature accordingly provides a robust, positive association between OBSE and job complexity (McAllister & Bigley, 2002; Gardner & Pierce, 2013; Pierce & Gardner, 2009; Hui et al., 2010).

As an organizational system is a function of work processes and the people who operate them, employee autonomy is necessarily subject to managerial and leadership practices. Leadership that empowers individual contributors signals to employees that their leader has confidence in

their abilities, values their contributions, and trusts them to self-manage and take ownership of their work (Kim & Beehr, 2018). Empowering leadership encourages employee autonomy and the development of the skills and confidence to make decisions (Ahearne et al., 2005; Amundsen & Martinsen, 2014; Vecchio, Justin, & Pearce, 2010; Tuckey et al., 2012; Kim & Beehr, 2018). It also gives employees opportunities to learn new things, emphasizing self-development (Tuckey et al., 2012), which is also likely to support success in more complex tasks or roles. Collectively, these results find organizational structures and the managerial processes through which they operate are more likely to promote self-esteem in their people when they allow employees to work autonomously.

To surmise, the organizational system and the processes through which it operates are key to the development of self-esteem, by virtue of the level of autonomy and self-direction they permit. While mechanistic, hierarchical organizations can limit autonomy, more organic social systems and practices promote the roles, skills, and knowledge to support the autonomous, self-directed ways of working that enhance self-esteem.

Social Value

A key avenue for the emergence of self-esteem is the social messages communicated and internalized through interaction with colleagues, customers, and the organizational culture (Baumeister, 1999; Brockner, 1988; Pierce & Gardner, 2004). Specifically, the extent to which others communicate through their words, behaviors, and actions that a person is capable, valued, and worthy, can lead a person to form similar beliefs about themselves (Korman, 1970, 1976).

Supervisors, colleagues, and customers may directly communicate the extent to which they value an employee (Baumeister, 1999; Brockner, 1988; Pierce & Gardner, 2004; Bowling et al., 2010). Management's display of positive regard for employees has been found to be positively associated with OBSE (Pierce et al., 1989). Deng et al. (2020) similarly found knowledge workers' self-esteem was enhanced when their supervisors saw them as valued contributors (known as their "informal status"), which bolstered the employee's perceived ability to take charge in affecting positive change at work. When supervisors ascertained the employee and job to be a good fit, the effect of the employee's informal status on their OBSE, and the effect of their OBSE on perceived ability to take charge, were both enhanced. Recognition from peers may similarly affect OBSE. For example, fair treatment by colleagues as characterized by the praise of good work, collaboration and support has been found to be positively related to OBSE and innovation (Ojedokun, 2012). For hotel front-line employees, customer mistreatment has been shown to reduce service performance through OBSE (Park & Kim, 2020). To surmise, employee beliefs about their value appear to become internalized through regard and recognition displayed by the people they work with.

Compensation has also been studied as an implicit social cue that may influence self-esteem, with higher pay levels demonstrating to individuals that they matter, and that their unique contribution is valued (Milkovich & Milkovich, 1992). Accordingly, research has shown OBSE to be positively associated with pay level (Gardner et al., 2000; Gardner, Dyne, & Pierce, 2004;

Aryee & Luk, 1996) as well as equity stake (Pierce, 1997). However, research also suggests that the potential for higher pay levels to enhance OBSE is negated in work environments that beget competition or rivalry. Vecchio (2000) found a negative relationship between competitive reward systems and OBSE, with lower OBSE observed with increased feelings of jealousy and envy. The organizational culture, therefore, is likely to be important to how messages about employee value are received and interpreted, where cooperative cultures may promote perceptions of balance or fairness in the recognition of employee contributions.

More generally, perceptions of unfair and unjust treatment may signal to employees that the value placed on them can be influenced by factors outside (or irrespective) of their contribution. OBSE has been shown to be positively related both to perceived organizational justice (Heck, Bedian, & Day, 2005; Kim & Beehr, 2020) and fairness (McAllister & Bigley, 2002; Wiesenfeld et al., 2000), suggesting that organizational cultures that foster fair treatment can help their people feel like valued as organizational members.

Finally, socialization efforts can signal to employees that they are worthy of time and investment. As discussed, efforts that center on employee needs can increase the likelihood of experiencing successful performance, which can in turn promote OBSE. However, the presence of these efforts can in themselves signal to employees that the organization has their best interests in mind, cares about their needs, and considers them valued organizational members. Indeed, positive relationships with OBSE have been observed with both perceived organizational support (Lee, 2003; Bowling et al, 2010) and organizational care (McAllister & Bigley, 2002).

In conclusion, people receive social signals from their working environment that cue them to the extent to which they are valued organizational members. These messages may be direct or implicit and can become internalized by individuals, so that their opinions of themselves reflect those they believe to be held by others. Positive regard and recognition are key for the development of self-esteem - but importantly – are likely to function as such in environments understood to be balanced, fair and have the employee's best interests at heart.

Self-Actualization Needs

With the "lower order" needs (e.g., a strong feeling of accomplishment, belonging, and well-being) are primarily self-serving and inwardly focused. In western cultures, it's natural for people to be concerned about these needs first, and once broadly fulfilled, they tend to look "outwards" beyond themselves to examine their sense of purpose in life, for serving others and making a difference in the world around them. This is a transcendent state where people seek to follow a 'higher calling', a challenge, and transformational opportunities to reach their potential. They seek opportunities to pursue their creativity, passions, and a path to complete fulfillment.

Purpose/Meaning
Many belief systems and fundamental theories of human existence espouse that people are born with a life purpose on this earth. And that purpose is almost always to serve the greater good – doing something meaningful beyond what benefits themselves. Some identify this early in life, but many spend their entire lives "just getting along" (e.g., survival) and may never seek to identify a deeper calling.

In Stage 7 (Generativity vs. Stagnation) of ego psychologist Erik Erikson's highly influential "Eight Stages of Psychosocial Development" (1963), he describes a crucial growth need of adulthood to "create or nurture things that will outlast them", i.e., creating a positive change that benefits other people...where success leads to feelings of usefulness and accomplishment, while failure results in shallow involvement in the world." Work that offers the opportunity to make a meaningful impact in the world gives workers a heightened sense of purpose.

The concept of meaningful work generally refers to work that is important, worthwhile, and valuable (e.g., Martela & Pessi, 2018; May, Gibson, & Harter, 2004; Pratt & Ashforth, 2003). People find their work meaningful when they see it as intrinsically valuable and connecting to something bigger than themselves. When people view their work as benefiting others, they find it more meaningful. In an early study, (Allan, Autin & Duffy, 2014) systematically asked American workers what makes their work meaningful. Participants overwhelmingly cited helping others (70 percent) or contributing to the greater good (16 percent).

Work takes on greater meaning when it is purposeful. When people find intrinsic value in their work, they tend to outperform those who are only extrinsically motivated. They see the work itself as a source of meaning and fulfillment because they value the impact it has on others.

Contribution/Service Orientation
Employees want to work in jobs and for organizations where the mission is to serve the greater good. Froman (2010) describes the virtuous organization based on Positive Psychology which fosters a culture infused with a strong ethical–moral foundation and leaders who bring out the best of their employees. These organizations of virtue strive to do well by doing good and strive to do good by doing well. Such a workplace that takes the humanistic approach and strives to serve multiple stakeholders (employees, customers, the environment, and shareholders) can connect deeply with employees who see how the company benefits those interests that extend

beyond the immediate work relationship they have at the company. Many of these companies offer various benefits (e.g., matched giving) and opportunities (e.g., community service teams) enabling employees to actively participate in services beyond those expected by customers, and performance beyond that expected by shareholders.

Serving many stakeholders can pose systemic challenges for some organizations that can impact their workers. Working with an organizational sustainability purpose can, in some situations, create dilemmas that may decrease employee well-being as it demands continuous negotiation of boundaries between paid work and free time, meaningfulness and work devotion, self-management and work intensification.

In summary, the need for self-actualization at work is not universally applicable to everyone. Some may never desire or have the opportunity to pursue a greater calling. As a "transcendent state" it can be a powerful need and motivator for many to seek transformational opportunities to reach their potential through their work, but for others, opportunities to pursue a path to complete fulfillment are found outside of their work in their personal passions and spiritual walk through life.

The Proposed New PS 2.0 Workplace Needs Model and Dimensions
The model below summarizes the outcomes and various aspects of employee experience (dimensions) at each level of employee need as identified from the literature review, research and validation steps outlined in previous sections of this report. It provides a guiding framework for the empirical analyses described next.

Employee Needs	Outcomes	Dimensions
Self-Actualization Needs	Purpose & Fulfillment	Purpose/Meaning
		Contribution/Service to Others
Esteem Needs	Accomplishment & Self Worth	Performance/Feedback/Growth/Success
		Autonomy/Trust/Empowerment
		Social Value/Recognition/Appreciation
Relationship Needs	Connection & Belonging	Social Connection/Community/Camaraderie
		Inclusion/Belonging/Voice
		Teamwork/Collaboration
Wellbeing Needs	Security & Justice	Psychological Well-being
		Equity/Fair Treatment/Justice
		Employment Security/Economic Stability
Basic Needs	Safety & Survival	Enablement/Resources
		Working Conditions/Safety
		Job Demands/Stress/Workload/Flexibility
		Living Wage

Proposed PS 2.0 Workplace Needs Model (2021)

Construct and Content Validation

One of the primary goals of this research is to develop and validate new models of engagement for the modern workplace (e.g., the Workplace Needs Model, and People Success Elements framework). Based on these models, the outcome is to 'modernize' the Glint Master Taxonomy with fundamental changes in Glint's program offerings (e.g., updated core standard key driver items), and an expanded People Success construct with new items for measuring emerging concepts/topics.

Validation Prep Steps

Happiness and success at work are the primary objectives for measuring employee experience through all of Glint's survey offerings (Engage, Lifecycle, D&I, etc.). Each of Glint's survey program offerings is designed to assess various outcome(s) and to measure various aspects of the employee experience to help customers understand how to improve.

In keeping with our philosophy of short, more frequent surveys, the recommended list of questions for each of our survey offerings are brief and contain tested "driver" items – those that are most highly correlated with the important outcomes (e.g., Happiness as measured by eSat) that each program is designed to measure.

To prepare representative data from which to validate our proposed constructs (the People Success Elements Model and the PS 2.0 Research Model (Five Level Needs Hierarchy), in March 2021, a small team mapped all items in the Glint Master Taxonomy across all our survey program offerings used by 15 or more customers (120 items) to these new proposed constructs. Using the six People Success Elements as the primary organizing framework, all items across all programs in the Master Taxonomy were mapped to one (1) of the Six Elements and matched (by face validity) to the dimension of the PS 2.0 Research Model they were most likely to be a valid measure of. The resulting table also included columns for utilization (# of customers using an item currently, % YOY growth in item utilization) and the 2021 benchmark score. Below is an example snapshot of the table showing a few items mapping to 'Empowerment'.

People Success Elements	PS 2.0 Research Model		Master Taxonomy and Item Bank				Highlighted in green = shortlist (high correlations across outcomes)	Customers Using	Utilization Growth YOY	2021 BM
	Needs Level	Dimensions of EE Experience	Domain	Subdomain	Program(s)	Q_UUID	Glint Items Mapped (tenured items only) / Newer Item Recommendations			
Empowerment	Basic Needs	Resources	Resources	Resources	Engage	Q_JOB_RESOURCES	I have the resources I need to do my job well. (core)	380	51%	71
	Basic Needs	Resources/ Information	Resources	Information	general item bank	Q_INFORMATION	I have the information I need to do my job well.	104	96%	82
	Basic Needs	Resources/ Time	Resources	Time	general item bank	Q_TIME	I get sufficient time to do a quality job.	??	No Trend	No
	Basic Needs	Resources/ Tools	Resources	Resources		??	I have the tools (workspace, equipment, technology) I need to do my job.	??	No Trend	No
	Basic Needs	Resources/ People	Resources	Staff	general item bank	Q_STAFF	We have enough employees to get our work done.	7	No Trend	No

Next, we needed to establish a hierarchy and priority across these items. Head of Glint's People Science Intelligence, Eric Knudsen, and the PS Analysts ran Pearson and Spearman correlations for any item pairs where there were at least 30 survey administrations (across all customers) containing the two items. Using survey administrations as the unit of analysis we looked at data throughout time, checking for effects of the pandemic using pre- and during-COVID time cuts.

We averaged coefficients across customers so as not to overweight any given customer by population or # of administrations. Correlation coefficients (r) between the item and any outcome (dependent variables, e.g., Culture for the Culture Survey, and Belonging for the D&I Survey) across all Glint survey program offerings were added to the table to enable an examination of items by their power to drive multiple outcomes. The resulting 34-column matrix tracked dozens of data points, model-alignment characteristics, and correlation stats for each item of the 120-item list. It was from this master table we could begin the next validation steps.

People Success 2.0 Grouping Construct Validation
The goal of this next research phase was to use various analyses to test the proposed theoretical models (PS 2.0 Workplace Needs Hierarchy Model) and constructs (People Success Elements), trying to understand how our proposed items "hold together" and naturally group. As a reminder, below is the original and untested (January 2021) People Success Elements model.

In order to properly use factor analyses to validate this model, data had to be collected from respondents in a single time period (e.g., a 'snapshot'). To accomplish our data collection goals we could not use our own customer response data as it represented responses collected across 100's or organizations, in many time periods, and over many years. We had to commission an external point-in-time panel study.

In June 2021, a team of PS Consultants, Jennifer Stoll, Rick Pollak, Carolyn Kalafut, and me reviewed the entire 120 proposed item list. Using our expert judgment, the customer utilization stats and correlation values, we selected the 65 items for inclusion in the external panel study.

A few items measuring emerging topics (e.g., in the areas of wellbeing, DIBs, etc.) did not have sufficient customer usage to generate coefficients, however they were still selected with the intent to add them to the taxonomy for those customers who may wish to measure newer topics. In addition, some brand-new items were created to measure topics that emerged as concerns identified during research only within the past year. Examples are: "I am able to

provide for the basic needs (food, water, housing) for myself and my dependents." and "I am satisfied with my ability to choose when and where I work."

To ensure the most globally representative results, the 65 items were translated into seven languages to enable our external panel study to be administered in local country language. Our goal was to collect a representative sample of 650 global responses from three regions, using the following regional subpopulation targets:

- US and Canada: ~70% of sample,
- EMEA (UK, France, Germany, Italy, Spain): ~20-25% of sample, and
- APAC (China, Japan, S Korea, India, Australia, Singapore): ~5-10% of sample.

In early Fall 2020, the panel study returned 654 qualified responses from pollsters who were at least 18 years old. There was a good balance in <u>occupational types</u> (2 out of 3 were salaried vs. hourly), and <u>company size</u>, about half working at smaller (1000 – 5,000 employee) companies, and half working for larger (>5,000 employee) companies.

Model Validation

Grateful thanks to the People Science Intelligence Team (Eric Knudsen and Yee Mun Chan) who ran many analyses including overall factor loading, cross-item correlations, Cronbach's Alpha tests, exploratory factor analyses (EFA), and finally, confirmatory factor analyses (CFA).

The Cronbach's Alpha test to determine the reliability of the proposed six People Success Elements categories showed that the subscales representing all six elements are within a good-to-excellent range for scale reliability:
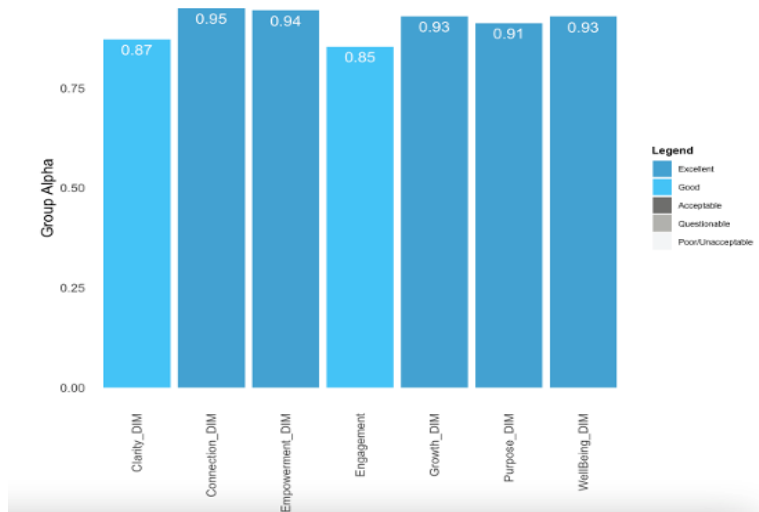
This early and promising result gave us some confidence that the proposed item groupings were reliable as hypothesized.

Running EFA was the next step to determine how these 65 items naturally grouped unconstrained by the proposed model. In this step, a parallel analysis indicated a 7-factor

structure was optimal, so this was, in turn, examined using varimax (orthogonal) and oblimin (oblique) rotations. The oblimin approach, an oblique approach rotation which does not assume the factors are independent of each other, grouped items with less overlap (had fewer cross-loadings), so it was chosen for further investigation of both a 6- and 7-factor structure (excluding outcomes eSat and Recommend). The resulting item groupings for both the 6- and 7-factor tests showed a significant deviation from the proposed (PS Elements) six factor groupings. Here are factor results from the Oblimin 7-factor EFA:

1. Great culture and feeling valued/cared for items (Well-being and Connection element items) grouped together
2. Some of the Clarity items (focusing mainly on work quality and accountability) grouped together with the Purpose items, with this factor emphasizing on work quality, goals achievement, and accountability
3. A factor made up of a couple of Purpose, some Connection, and Empowerment element items, emphasizing on relationships and the sense of belonging/meaningfulness
4. Growth items mostly grouped as in the PS 2.0 model
5. An Empowerment, couple of Clarity, and some Connection items form a factor that is focused mainly on relationship with the Manager, specifically pertaining to support, trust, and recognition
6. Most of the Well-Being element items are grouped together with the resources item (in the Empowerment element) creating a factor which focuses on having what is needed to be successful at work, including sufficient resources, fair compensation, WLB, and job security
7. The final factor comprised mostly the Empowerment element items, grouped with 3 Connection element items. Key areas represented in this factor were work processes, focusing on communications and efficiencies (i.e., work organization and decision-making process)

The Oblimin 6-factor test was mostly consistent with the 7-factor except it loaded the 7th factor items with the first factor (great culture).

Learnings from EFA showed us for certain experiences, for example the items that we had grouped together in PS Element "Growth", panel respondents also rated them similarly, resulting in almost the same groupings as hypothesized.

We also saw how various items we had classified as different People Success elements could be seen by an employee similarly. A good example is how respondents saw experiences that contribute to their sense of Wellbeing (like fairness, work life balance) might also include being able to just get their job done (having adequate resources).

The last step in the analyses was confirmatory factor analysis, which tests how well the data reflect a hypothesized factor model, as informed by the learnings from the item grouping tests run in the prior EFA step. In this case, we tested the six-factor PS Elements model independent of our findings in the EFA. Generally, it is not recommended to take EFA results and test your hypothesized model directly based on them, as you are just feeding an inductively derived model into a generally deductive methodology. Both EFA and CFA should be used as independent inputs into model design decisions.

Initially, factors were tested containing items exactly as specified in the proposed People Success Elements (Model 1). Model 1 resulted in the lowest factor loading indicators, still acceptable, but room for improvement. Next a couple other models were tested where all items from Model 1 with low factor loadings (less than 0.60 for Model 2 and less than 0.70 for Model 3) were removed. Finally, a 4th model collapsing Purpose and Clarity factors item was tested, based on evidence they may present overlapping construct coverage.

Of the four models tested, it was determined that the best fit model while preserving items with acceptable fits was Model 3. Model 3 contained the six original factors (Purpose, Clarity, Growth, Connection, Empowerment, and Wellbeing) with the following emphases on certain item domains:

1. **Purpose** = Confidence in leaders and company prospects, values-driven company, and meaningful work.
2. **Growth** = Growth opportunities and career support, and role fit.
3. **Clarity** = Continuous improvement, adapting to change, focus on priorities, and accountability.
4. **Empowerment** = Resources, information, communications, coaching, organization, decisions, and work improvements.
5. **Connection** = Respect, feeling valued, inclusion, recognition, and belonging.
6. **Wellbeing** = Care and support, equity, equal opportunity and fairness, wellness, flexibility, and basic needs of security and safety.

This work served to support the validity of a six-factor People Success Elements model, albeit with slightly different item composition than initially hypothesized.

The Elements of People Success

Building models is both an art and science. As the primary purpose of the People Success framework is to provide a lens through which organizations can assess, understand, and improve the experience of their people in a more humanistic, modern day work world, it should highlight each "element" (a major area of focus) simply and intuitively, and capture within those elements all of the main worker needs, and expectations as discovered in this PS 2.0 research. It should also imply a hierarchy of those needs as hypothesized by the Workplace Needs Model.

The six elements in the People Success model (Purpose, Growth, Clarity, Empowerment, Connection and Wellbeing) work together to define a whole experience. As with any such construct of human experiences, there are needs, expectations and behaviors which arguably might apply to more than one element, so rather than see this model as a mutually exclusive "Venn diagram", these six elements work together to shape the optimal overall experience. Let's drill down on each element to understand the feelings, attitudes, expectations, and experiences that we discovered through our PS 2.0 research.

> **Purpose**. People strive to live a life of meaning and self-actualization – one that gives them a sense that who they are matters and what they do makes a difference. People are more aware than ever of the value of their time and how they wish to spend their energy

on what's most important in their lives. They have reevaluated their occupation and career goals in the context of the life they wish to lead.

They want to work for an organization that produces a positive change in the world which benefits other people, where individual and organizational success lead to feelings of usefulness, accomplishment, and fulfillment. A new level of consciousness about social justice, equity and fairness, and other human-centric values have elevated the need for people to associate with employers whose values align with their own and who are able to take a stand and demonstrate through effective action their consideration for all stakeholders.

Growth. People want to feel competent and see their skills fully utilized. They generally want to expand their knowledge and capabilities so they can have a greater impact. They desire diverse experiences that help them discover and develop new talents and open up greater opportunities to continue growing.

People want to understand the learning journey and development paths that pave the way to greater mobility. In today's job market, they want opportunities through their work to learn those skills that will help them move their career forward. They want to see talent decisions based on demonstrated skills and competency, not on pedigree.

Clarity. People naturally want to perform well. They seek to understand the vision of success for the organization, what is expected of them, individually, and how they should spend their time, talent, and energy to reach their goals. People won't tolerate being surprised during a performance review that they are off track. They prefer ongoing feedback and support that enables them to stay focused on priorities and adapt to changing circumstances as needed to make forward progress.

People have less patience to waste energy on activities and tasks that are not helping them achieve their personal and professional goals. They want to be respected for their valuable time and to feel confident they are applying themselves toward goals that are valued by the organization.

Empowerment. People want to be trusted to get their job done with as much freedom, efficiency, and autonomy as possible. They want to be provided with resources and decision authority needed to perform their work independently. They want self-determination to be creative, take risks and try new ways of approaching and executing tasks that bring joy to their work, improve their outcomes, and get the job done.

With a greater percentage of people working remotely, they want to be trusted to get their work done in a timely manner and to a high standard [without a lot of monitoring](#). People want to have a stronger voice in work decisions that could affect their work – and their life.

Connection. People want a sense of belonging, inclusion, and identity within their groups. They want the comfort and freedom to express themselves as individuals, entirely and fully, and to be accepted for who they truly are. They desire to be valued and appreciated, not only for their contributions, but for their unique worth as a person. They want to be part of a collaborative team of people who like and support each other.

In a hybrid or remote work world, people need dedicated time and activities for relationship-building to happen, especially for newly onboarded employees. People want to connect in more deep and authentic ways beyond the to-do list. They want to be part of a culture that makes them feel fully accepted and respected, so they can be vulnerable, work without fear of retribution for mistakes or setbacks, and lean on each other for support when needed.

Wellbeing. People need to feel safe, dignified, and healthy in in mind, body, and spirit. They seek psychological safety and deserve respect and to be treated with fairness and equity in all manners of their work life. They desire the flexibility to be where they're needed most to successfully take care of work obligations and home life, and to provide security and peace of mind for themselves and their loved ones. Numerous recent studies have shown that the vast majority of workers prefer to work from home either full-time or at least some of the time.

Over half of employees (53%) are more likely to [put their health and well-being over work](#). Employers are expected now to play an expanded role in their employees' financial, physical, and mental well-being. People want support that includes enhanced sick leave, financial assistance, adjusted hours of operation and childcare provisions. They want their companies to address inequities if remote and on-site employees have been treated differently. They need clear boundaries and team norms around flexible work to protect "off duty" time and empower people to unplug.

In sum, Glint's research and experience with customers has shown that when organizations weave these six elements into modern day work life, they can harness what matters most to people to create thriving cultures, people-centric leaders, and engaged employees.

With these more detailed PS 2.0 insights, modifications were made to the initial 2021 People Success Elements model (see page 36) resulting in the final version on following page.

The elements of people success

People Science research has proven that when organizations weave these six elements into everyday work life, they can harness what matters most to people to create thriving cultures, people-centric leaders, and engaged employees.

Purpose
Meaning & Fulfillment

I see how I am part of something bigger than myself – how the work I do has a meaningful impact on others or helps drive organization success.

Clarity
Focus & Adaptability

I know what success looks like and how to prioritize. I know when I am on track, and I get regular feedback that helps me change course as needed and make progress towards my goals.

Growth
Competence & Impact

I maximize my strengths, take on challenging work, learn new skills, and diversify my experience to expand my impact and my opportunities.

Empowerment
Autonomy & Trust

I have access to the information, people, tools and resources to work effectively. I am trusted to make decisions, take risks, and try new approaches in my work.

Wellbeing
Safety & Wellness

I am respected and feel safe, secure and equitably treated. I am entrusted with the flexibility to best direct my talents, time, and energy to maintain my health and happiness.

Connection
Inclusion & Belonging

I feel a sense of belonging as a uniquely valued, trusted, and integral member of a diverse community of people who appreciate my contributions. I have collaborative and high-quality relationships with my colleagues.

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Key Drivers of Engagement

With a new People Success model defined, the next step was to establish a new set of Glint-recommended Core Standard "Key Drivers" of Engagement based on what PS 2.0 research suggested were the most important employee experience domains and highest current predictors of engagement. We hypothesized that the attributes that most engaged workers in 2018 when we last performed this analysis were now different and would include more humanistic needs.

Evolution of the Core Standard Key Drivers of Engagement
First, let's take a look back in Glint history. The original set of 21 items recommended by Glint as the "Core Engagement" survey questions were based on a key driver analysis performed prior to 2015. In keeping with the Glint POV on brief surveys, single-item measures and leveraging Narrative Intelligence®, they were promoted to customers as the item set with the greatest impact on engagement that would reveal the most actionable insights using the fewest questions.

In 2017, when Glint had over 100 customers, we decided to take another look at top drivers. A Glint People Science team (led by Lisa Lebow and me) performed a new key driver analysis. Excluding the two outcome variables (eSat and Recommend), we identified 27 drivers of engagement (19 core and eight alternate-core) as the Glint-recommended "Engagement Core" items (see table below). For the past four years, these items have been offered to prospects during sales pitches and to current customers as Glint's validated single-item measures of the most important engagement factors.

2017 Core Standard Engagement Drivers Ranked by Correlation (r) with Engagement

Excellence (0.82)	Rewards (0.70)
Leadership (0.79)	Team (0.70)
Belonging (0.78)	Decision Making (0.69)
Culture (0.78)	Action Taking (0.69)
Growth (0.78)	Creativity (0.69)
Recognition (0.76)	Feedback (0.68)
Resources (0.76)	Role (0.68)
Empowerment (0.75)	Collaboration (0.67)
Career (0.75)	Career Goals (0.66)
Innovation (0.75)	Customer Focus (0.64)
Continuous Improvement (0.74)	Manager (0.60)
Execution (0.72)	Work Life Balance (0.56)
Prospects (0.71)	Purpose (0.51)
Communication (0.71)	

By 2018, our customer base had more than doubled, so People Science reran an analysis across all client data (200+ organizations totaling over 4 million employees across 150+ countries) to find the top 12 driver items (see list below). The ranking was based on the Pearson correlation between each of these drivers and Glint's Engagement index (eSat + Recommend). We used multivariate regression models to cross-verify with regression weights (for parametric models) and 'feature importance' rankings (for non-parametric models). Most had Pearson correlations > 0.7. In addition, we also looked at panel studies conducted in the native languages of various countries and the results were remarkably consistent. This 2018 study served to reconfirm our recommended Core Standard list, and no changes were made.

2018 Analysis of Key Drivers of Engagement (Top 12)

Belonging	Purpose
Prospects	Decision Making
Culture	Recognition
Growth	Empowerment
Career	Resources
Leadership	Inclusion

Analysis of Top Drivers of Engagement Based on this PS 2.0 Research
Learnings from this PS 2.0 Research helped the People Science research team reexamine the top drivers of engagement for each of Glint's survey programs and broaden our focus on emerging engagement topics that make up the questionnaires in all of Glint's survey offerings, not just the core engagement survey.

To determine the top drivers of engagement across all items, we looked at item Pearson and Spearman correlations with the eight most common outcomes (dependent variables): eSat, Recommend, Belonging, Retention, Pride, Manager Sat, Team Sat, and Culture Sat. We considered three different outcome indices to run correlations against for each item:

1. eSat (alone),
2. the two-item Glint Engagement Index score (average of eSat + Recommend), and
3. testing a new "weighted (r) score" algorithm (weighing eSat (r) for 50% and all other outcomes averaged (r) for 50% of the score).

The analyses included 120 items used by at least 20 customers across all Glint customer data over time. The rankings of top drivers differed depending on the outcome or index. Based on the fact that the last driver analysis (in 2018) used the engagement index (eSat + Recommend) as the key outcome, and the extensive research and documentation supporting this index as Glint's recommendation for inclusion in customer surveys, we decided to adopt the Glint Engagement Index again in our 2021 key driver analysis.

We ranked all items by their Pearson correlation coefficient and noted that more than half in the top 25 (r >= 0.75) were new drivers (not on the 2018 list).

Several themes and dimensions as identified in the 2017 and 2018 analyses remained as top-ranked drivers of engagement:
- Satisfaction with culture and leadership
- Experiencing career growth
- A sense of belonging
- Being resourced, empowered, and recognized
- A focus on communication, decision making, and continuous improvement

New themes that were not even 'on the radar' in our previous analyses are now among the top drivers of engagement:

- Feeling cared for, valued, and supported
- Valuing diversity and inclusion
- Focusing on goals and priorities

> MSFT CEO Satya Nadella in his Sept 10th WorkLive Lab presentation "New Era of hybrid Work" with Ryan Roslansky summarized the talk by saying, "Care is the new currency for organizations.")

From this initial 2021 analysis, it is clear that what used to drive engagement prior to the pandemic -- experiences like having meaningful work, a great manager, and delighted customers -- were enough to outweigh these more basic needs if not sufficiently met.

However, the last 18 months have proven that higher order needs have become far less important when people's fundamental human needs for security, justice, and feeling supported, weren't being adequately addressed.

Our customers were quick to realize this shift in employee attitudes and expectations. We looked at item utilization on customers' surveys across time during the height of the pandemic to gauge the themes that customers were paying more attention. Comparing 12-month item utilization between September 2019 - September 2020 with item utilization between September 2020 - September 2021 we saw the largest upticks in the utilization in the fundamental human needs areas of Wellbeing and Connection.

Largest item utilization increases related to Wellbeing:
- <COMPANY_NAME> takes a genuine interest in the employees' well-being. Up 758%.
- Everyone at <COMPANY_NAME> has an equitable opportunity to succeed. Up 200%.
- In general, I feel that my workload is manageable. Up 194%.

Items item utilization related to feeling Connection:
- Our team has a climate in which diverse perspectives are valued. Up 226%.
- I feel comfortable being myself at work. Up 161%.
- I feel free to speak my mind without fear of negative consequences. Up 160%.

Glint's New (2022) Core Drivers of People Success

Identifying Glint's short list of recommended Standard Core Engagement drivers, now called the "Core Drivers of People Success", required a solid scientific approach and wisdom gained through customer experience. Glint's POV on using single-item measures, and shorter surveys administered more often than annually suggests an ideal target of 20 - 25 driver items (plus the two outcome variables: eSat and Recommend). With this target, the People Science Foundations Approval Board (PS FAB) strived to base our final list on items that had the strongest correlation with engagement (eSat + Recommend) while considering a number of other important criteria.

The Scientific Approach

The approach to correlation we used, Pearson, measures the linear relationship between a driver item and the engagement outcome. To be thorough, we also checked the curvilinear relationship to the proposed items using a standard stepped approach to assessing curvilinearity (residual plots followed by a descriptive plot if residuals showed some evidence of curvature). Ultimately at a cross-client level, there did not appear to be anything evident in our score distributions that suggests a curvilinear model is more representative of item behavior than a linear one (e.g., based on Pearson r analysis).

Using a Pearson $r >= 0.65$ as the minimum threshold for consideration resulted in 45 items which were presented for review at the People Science Foundations Approval Board on Jan 20, 2022. Starting with the list of 45 items ranked by their correlation scores, the "FAB" rated, ranked, and finalized the new 2022 Core Driver list based on several evaluation criteria:

- **Actionability**, easily acted upon at the local team level
- **Customer utilization** (at least 50 customers using) and expectations for future utility
- **Benchmark scores** (looked for mid-range values to avoid any range restriction at higher values)
- **Redundancy** (using cross-item correlations > 0.80) with similar items
- **Outcome variable**, items that were outcomes for other programs (e.g., Team Sat)
- **Applicability**, broadly applicable as a measure for all job types, level, company structures and cultures
- **Referents**, identical items with different referents ("My manager", "My team", etc.), gave preference to items that don't assign a referent unless that frame of reference is as important as the experience the item is trying to measure.
- **Regression model**, looking for good fit using external panel study data.

The resulting 2022 Core Drivers of People Success list below was not entirely different than the 2018 list. The two CORE outcomes (eSat and Recommend) were preserved, and 14 of the drivers stayed the same as 2018. Six new items were added to the 2022 CORE list:

1. At work, I feel cared about as a person. (Care)
2. I feel well supported by <COMPANY_NAME> at this time. (Support)
3. People at <COMPANY_NAME> live the company values. (Values)
4. I know what I should be focusing on right now. (Prioritization)
5. Leaders at <COMPANY_NAME> value different perspectives. (Inclusive Leaders)
6. <COMPANY_NAME> continually improves the way work gets done.

The 2018 Glint Standard Core Engagement Survey also included three suggested open-ended questions and a manager focus multiselect item which will remain unchanged in 2022. Across the 22-item new CORE, each of the six Elements of People Success are represented by 2 - 4 items.

The 2022 Core Drivers of People Success

#		
1	How happy are you working at <COMPANY_NAME>? (core)	eSat
2	I would recommend <COMPANY_NAME> as a great place to work. (core)	Recommend
3	I have confidence in the leadership team. (core)	Leadership
4	I am excited about <COMPANY_NAME>'s future. (core)	Prospects
5	People at <COMPANY_NAME> live the company values.	Values
6	<COMPANY_NAME> continually improves the way work gets done. (other 'alt' core)	Continuous Improvement
7	I know what I should be focusing on right now.	Distress - Prioritization
8	My manager provides me with feedback that helps me improve my performance. (core)	Feedback
9	I have good opportunities to learn and grow at <COMPANY_NAME>. (core)	Growth
10	My role is an excellent fit with my strengths. (core)	Role
11	I feel a sense of belonging at <COMPANY_NAME>. (core)	Belonging
12	Teams at <COMPANY_NAME> collaborate effectively to get things done. (core)	Collaboration
13	Leaders at <COMPANY_NAME> value different perspectives.	Inclusive Leaders
14	I feel satisfied with the recognition or praise I receive for my work. (core)	Recognition
15	<COMPANY_NAME> does a good job of communicating with employees. (core)	Communication
16	I feel empowered to make decisions regarding my work. (core)	Empowerment
17	I have the resources I need to do my job well. (core)	Resources
18	At work, I feel cared about as a person.	Care
19	I feel well supported by <COMPANY_NAME> at this time.	Distress - Support
20	I am able to successfully balance my work and personal life. (core)	Work Life Balance
21	I believe meaningful action will be taken as a result of this survey. (core)	Action Taking
22	The work that I do at <COMPANY_NAME> is meaningful to me.	Purpose

As of March 2022, these 22 are the default items for customers wishing to draft a new survey utilizing Glint's recommended Quarterly Engagement Survey Template.

Practical Implications of the New Elements of People Success Framework and the 2022 Core Drivers of People Success

The motivation to work can be driven by so many factors, like personal and professional fulfillment, a need for affiliation and social connection, the desire to be of service to others, or simply to eke out a living. More than half of the total workforce around the globe is earning a paycheck (e.g., working for an employer) and therefore subject to the working conditions of their employer. Whether for fulfillment or survival, billions of people spend 1/3 or more of their daily time at their job(s).

This huge commitment of a person's time and energy is a conscious give-and-take with the hiring organization. That is, people will provide their energy, skills, and experience in exchange for something of value from the employer. Traditionally, this was called the "employee value proposition" (EVP). Whether clearly espoused or not, every company has a unique employment brand reputation – a promise of what it's like to work there that will attract the right kind of employee – one who will perform best in that particular company culture and in exchange for that company's offerings.

And until 2020, the EVP was a predictable trade requiring workers to deliver on performance expectations in exchange for a brand association, compensation, benefits, learning and career advancement. However, since 2020, with the ongoing pandemic, economic upheaval and events that have shaken the foundations of our social and political structures worldwide, we have seen the balance in this worker-employer relationship shift from a transactional nature to one that is fundamentally more human-centric.

Workers everywhere have reevaluated their occupation and career goals in the context of the life they wish to lead. In fact, a June 2021 poll of LinkedIn members found that 87% want to remain remote 'most of the time'. LinkedIn CEO, Ryan Roslansky summarizes this "talent migration" in The Great Reshuffle. A LinkedIn poll of 15,585 members in July 2021 found that 66% had either left their job or considered leaving to pursue a passion project in the past year. And a new McKinsey study reports similar findings: 40% of employees say they are 'somewhat to very likely to leave their jobs in the next 3 – 6 months'.

According to Microsoft's Work Trend Index 2022 report employees have a changed "worth it" equation — what they want from work and what they're willing to give in return — since the start of the COVID-19 pandemic. Nearly half (47%) of employee respondents say they are more likely to prioritize family and personal life over work than they were prior to the pandemic. More than half of employees (53%) are now more likely to put their health and well-being over work.

Glint's People Success approach views employees as people, not workers; and the People Success Elements model provides for needs and expectations that are critical to a person's life experience, not just their work experience.

CHROs and other Human Resources leaders are well aware of this dramatic shift in values focus and the advantages of adopting a more trusting, flexible, and humane workplace.

Using the six Elements of People Success as an organizing framework and the People Success 2.0 research findings gathered here, the following pages are Glint's recommendations and opportunities for progressive organizations to best respond to the changed expectations and needs of workers and redefine a more "Human Deal" to best attract, motivate and retain top talent.

Applying the People Success Elements at Microsoft

As of April 2022, the Glint Engineering and R&D teams were acquired by Microsoft to support and accelerate the development of Viva, an employee experience platform that brings together communications, knowledge, learning, resources, and insights in the flow of work. The Viva People Science team was given the mission to help Viva create a science-backed, human-centric product and ecosystem that drives an exceptional employee experience.

Throughout the summer and early fall of 2022, the Viva People Science team evangelized (through Project Neuron) the People Success outcomes (happiness and success at work), and the People Success Elements as the fundamental model through which Microsoft design, product, marketing, and other research teams can understand what employees truly need from a Viva cross-platform experience in order to do their best work.

To produce the most up-to-date list of employee critical needs, the Viva People Science Analytics team reran correlational analyses in September 2022 involving data from 100's of Glint customers. This key driver analysis was applied to any Glint taxonomy items which had 30 or more customers who used that item as a predictor variable and also eSat and/or Recommend as dependent variable(s) within the same survey administered over the past year. This resulted in Pearson-r values up to 0.90 (an extremely strong predictor of happiness at work and/or willingness to recommend the company as a great workplace).

In addition, the team ran a cross-customer Attrition Analysis which examined the difference in sentiment between employees who left their organizations and those who remained across two survey administrations at least 3 months apart. This yielded attrition "multipliers" ranging from 2.2X to 3.9X; where, for example, an item multiplier of 2.5 indicates that respondents *unfavorable* on a driver (e.g., Belonging) are 2.5 times more likely to leave their organization within 3 months, compared with respondents *favorable* on the driver.

These three data points enabled us to identify 25 dimensions of employee experience within the People Success Elements. The dimensions were further broken out by 34 critical employee needs and expectations that if sufficiently satisfied result in the highest levels of employee engagement and retention. See chart below.

PEOPLE SUCCESS ELEMENTS	DIMENSIONS of EMPLOYEE EXPERIENCE	CRITICAL NEEDS AND EXPECTATIONS
Purpose	1. COMPANY DIRECTION	Prospects
		Strategy
	2. PURPOSE	Larger Purpose
		Meaningful Work
	3. COMPANY REPUTATION	Product / Service Excellence
	4. VALUES	Shared Values
	5. CONFIDENCE	Confidence in Leadership
Clarity	6. FEEDBACK	Performance Feedback
	7. FOCUS	Current Focus
	8. RESPONSIBILITY	Accountability
	9. ADAPTABILITY	Change Course
Growth	10. CAREER	Career Goals
	11. DEVELOPMENT	Learning Opportunities
	12. STRENGTHS	Role Fit
Empowerment	13. DECISIONS	Decision Making
		Work Decisions
	14. COMMUNICATION	Company Communications
		Change Communications
	15. RESOURCES	Resources
	16. INNOVATION	Challenging Status Quo
		Risk-taking
		Improvement
	17. EXECUTION	Execution
Connection	18. CONNECTION	Coworker Connection
	19. COLLABORATION	Collaboration
	20. TREATMENT	Dignity / Respect
	21. INCLUSION	Diverse Perspectives
		Belonging
	22. RECOGNITION	Recognition
Wellbeing	23. CARE	Wellness
	24. WORK & LIFE	Work - Life Integration
	25. FAIRNESS	Fair Pay
		Fair Evaluation
		Equitable opportunity

People Success Elements, EX Dimensions, and Critical Needs
(as identified based on September 2022 key driver and attrition analyses)

This framework has been vetted extensively within Microsoft's Employee Experience and Viva product organizations as a foundational construct with which to think about and build a holistic, human-centric user experience, and to measure and improve employee engagement in the flow of work. This framework has helped break down the broad People Success Element categories into specific, tangible employee experiences that enable the Viva product team to design how, when and where their applications will enable users to meet important needs and expectations.

On the following pages grouped by the six People Success Elements are descriptions of the highest priority employee needs and expectations, and the Glint master taxonomy survey items that best measure them. In addition to the Viva product team, this framework is provided to our customers to help them focus engagement survey, feedback and action taking efforts on what matters most to their employees.

Employee's fundamental needs and expectations...

The People Success Critical Needs
...that when met drive Engagement and Retention[1]

2023

PURPOSE

CRITICAL NEEDS AND EXPECTATIONS within each People Success Element (validated 2023)	GLINT MASTER TAXONOMY SURVEY ITEMS that best measure this Critical Need being met (bold indicates top driver of engagement, retention)
Shared Values - I strongly identify with the organization's vision, mission, purpose, and values, and see them demonstrated in people's behaviors.	**People at <COMPANY_NAME> live the company values. (2022 Core Driver)**
Confidence in Leadership - I trust my leaders. I have faith and confidence in their ability to lead successfully.	**I have confidence in the leadership team. (2022 Core Driver)** Senior leaders at <COMPANY_NAME> lead by example.
Prospects - I feel optimistic about the future of the company, and my own success as a result.	**I am excited about <COMPANY_NAME>'s future. (2022 Core Driver)**
Strategy - I know where the company is going and how the company plans to achieve its goals. The plan makes sense to me.	**I understand how <COMPANY_NAME> plans to achieve its goals. (Other 2022 Driver)** <COMPANY_NAME> has a clear sense of direction. <COMPANY_NAME_UPPERCASE> has a clear plan to achieve its goals.
Organizational Impact - I feel like I'm part of something bigger than myself here. I see how I can help the company make a difference through the work I do.	**Working for <COMPANY_NAME> gives me a sense that I am part of something with a larger purpose.** I understand how my work contributes to <COMPANY_NAME>'s success. People at <COMPANY_NAME> align their goals with the goals and strategy of the company.
Product / Service Excellence - We deliver excellent products and services to our customers and receive positive feedback and success stories about the customer experience.	**<COMPANY_NAME> delivers a great customer experience. (Other 2022 Driver)** <COMPANY_NAME> demonstrates a high level of excellence.
Meaningful Work - I am doing work that enables me to contribute to my full potential and is meaningful to me, that gives me a sense of purpose, accomplishment, and pride.	**The work that I do at <COMPANY_NAME> is meaningful to me. (2022 Core Driver)** <MY_MANAGER> lets me know that my contributions are meaningful

1 "top drivers" of engagement are employee opinions that highly correlate (r > 0.50) with eSat (happiness at work) and (willingness to) Recommend, and predict retention for 3 or more months

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Employee's fundamental needs and expectations...

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2023

GROWTH

CRITICAL NEEDS AND EXPECTATIONS within each People Success Element (validated 2023)	GLINT MASTER TAXONOMY SURVEY ITEMS that best measure this Critical Need being met (bold indicates top driver of engagement, retention)
Career Goals - I believe there is a path for me within my organization to achieve my career goals. There is organizational and managerial support for internal mobility. I am provided with resources to help refine and progress my career path.	**My career goals can be met at <COMPANY_NAME>.** I have good career opportunities at <COMPANY_NAME>. (Other 2022 Driver) <MY_MANAGER> has meaningful discussions with me about my career development
Learning Opportunities - I understand and actively pursue new development experiences and opportunities to grow my knowledge, skills, and abilities in new areas and to new levels. There are learning resources and support available so I can acquire new skills and grow at this organization.	**I have good opportunities to learn and grow at <COMPANY_NAME>. (2022 Core Driver)**
Role Fit - The role I perform at my company is leveraging my strengths and using my best skills and abilities.	**My role is an excellent fit with my strengths. (2022 Core Driver)**

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Employee's fundamental needs and expectations...

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2023

CLARITY

CRITICAL NEEDS AND EXPECTATIONS *within each People Success Element (validated 2023)*	GLINT MASTER TAXONOMY SURVEY ITEMS **that best measure this Critical Need being met** (bold indicates top driver of engagement, retention)
Performance Feedback - I receive ongoing and helpful feedback from my manager and my peers that helps me feel successful, stay focused on my priorities, make improvements, and keep doing my best work.	**My manager provides me with feedback that helps me improve my performance. (2022 Core Driver)** Our [manager/project leader] provides coaching that enables our team's success. I have ongoing conversations with my manager about my performance
Current Focus - I am productive and successful today because I am focusing on the work that is my highest priority.	**I know what I should be focusing on right now. (2022 Core Driver)**
Accountability - I know who is responsible for what and how others and I are held accountable for our commitments.	**Where I work, employees are held accountable for their work.** Where I work, we are clear about who is responsible for what
Shift Direction - I am supported to understand and embrace changes, adjust emotionally, and take initiative to move in the right direction when faced with new directions and challenges. I don't feel isolated as I attempt to adjust to changes in my work and how I react to organizational changes.	**I feel supported in my efforts to adapt to organizational changes.**

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Employee's fundamental needs and expectations...

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2023

EMPOWERMENT

CRITICAL NEEDS AND EXPECTATIONS *within each People Success Element (validated 2023)*	GLINT MASTER TAXONOMY SURVEY ITEMS **that best measure this Critical Need being met** (bold indicates top driver of engagement, retention)
Decision Transparency - My company has a transparent and consistent decision-making process. I understand the thought process of those making decisions, and even if I don't agree with them, knowing there is a good process helps me trust my leaders and have faith in their decisions and outcomes.	**Overall, I am satisfied with how decisions are made at <COMPANY_NAME>. (Other 2022 Driver)** Decisions at <COMPANY_NAME> are made in a timely manner.
Work Ownership - I have an optimal level of autonomy and involvement in decision making in matters that impact me or my team. I have the authority and trust from my manager and coworkers to make decisions about my job without having to check in first.	I am satisfied with my involvement in decisions that affect my work. **I feel empowered to make decisions regarding my work. (2022 Core Driver)**
Company Information - Information shared by the company is timely, accurate, transparent, and helpful.	**<COMPANY_NAME> does a good job of communicating with employees. (2022 Core Driver)** <COMPANY_NAME> communicates openly and honestly.
Change Communications - I learn about important decisions and changes in a timely manner which gives me the information I need to successfully adjust to changes that affect me.	**Communications are handled well when changes are made here.**
Resources - Resources (time, people, tools, information, knowledge) are available when I need them to get my job done.	**I have the resources I need to do my job well. (2022 Core Driver)** I have the information I need to do my job well.
Challenging Status Quo - My perspective is considered whenever I have alternative ideas or wish to challenge or question any practices, processes, and decisions that don't make sense to me.	**I feel free to challenge the way things are done here.**
Risk-taking - I have a safe space to take risks, experiment, try new things, and find alternate ways to work.	**I am encouraged to find new and better ways to get things done. (Other 2022 Driver)** My team demonstrates a high level of innovation.
Improvement - My company puts effort and resources into ongoing improvements that help me and my team successfully get our work done and produce better quality outcomes.	**<COMPANY_NAME> continually improves the way work gets done. (2022 Core Driver)** The work here is well organized (smooth workflow, good methods and procedures, productive meetings, etc.)
Execution - I am able to execute my duties and responsibilities without running into roadblocks and with minimal delays. There are actions to remove barriers and install efficiencies that make it easier to execute the work.	**At <COMPANY_NAME> we do a good job removing barriers that slow down our work.**

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Employee's fundamental needs and expectations...

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2023

CONNECTION

CRITICAL NEEDS AND EXPECTATIONS within each People Success Element (validated 2023)	GLINT MASTER TAXONOMY SURVEY ITEMS that best measure this Critical Need being met (bold indicates top driver of engagement, retention)
Coworker Relationships - I feel a human connection with my coworkers, to feel supported in building work relationships that go beyond the tasks at hand. I know what's going on with my coworkers and they understand how I'm doing and what's important to me. I relate to my coworkers as human beings, with lives, interests and passions beyond the "work" conversation.	**<COMPANY_NAME > is doing a good job helping employees feel connected to one another.** I am treated as a valued member of my work group.
Collaboration - Teams work well together across the organization towards common goals. I feel supported, trusted, and valued for the contributions I bring to team-based work.	**Teams at <COMPANY_NAME> collaborate effectively to get things done. (2022 Core Driver)** People at <COMPANY_NAME> collaborate well across groups to get things done.
Dignity / Respect - Employees are treated as human beings in all ways that preserve their sense of dignity and respect, working in an environment free from fear, hostility, judgment, mistreatment, intimidation, intolerance, and prejudicial biases.	**I am treated with respect and dignity.**
Diverse Perspectives - Everyone has the chance to be acknowledged and recognized, honored, and valued for their unique qualities. All kinds of people and their perspectives are valued no matter their background, age, family/marital status, gender, disability, race/color, religion, or sexual orientation.	**Leaders at <COMPANY_NAME> value different perspectives. (2022 Core Driver)** Our team has a climate in which diverse perspectives are valued. My workgroup has a culture in which employees appreciate the differences that people bring to the workplace.
Belonging - I feel accepted as an integral and unique member of the team. I am comfortable bringing my whole and real self to work, not having to act or behave differently than who I am to fit in.	**I feel a sense of belonging at <COMPANY_NAME>. (2022 Core Driver)**
Recognition - I achieve important things and am affirmed and acknowledged for my contributions in a way that fits my preferred appreciation style.	**I feel satisfied with the recognition or praise I receive for my work. (2022 Core Driver)**

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2023

WELLBEING

CRITICAL NEEDS AND EXPECTATIONS within each People Success Element (validated 2023)	GLINT MASTER TAXONOMY SURVEY ITEMS that best measure this Critical Need being met (bold indicates top driver of engagement, retention)
Wellness - I feel physically and psychologically safe, cared for and treated with kindness, empathy and respect. I believe that my mental and emotional health, happiness, and other personal needs are important considerations at this company. I feel supported through times of significant change and uncertainty.	**At work, I feel cared about as a person. (2022 Core Driver)** **I feel well supported by <COMPANY_NAME> at this time. (2022 Core Driver)** I can get the support I need from <MY_LOWERCASE_MANAGER>.
Work - Life Integration - I maintain a healthy equilibrium between my roles and obligations at work and in my life outside of work. I have the flexibility to make choices that help me maintain my wellbeing and avoid burning out.	**I am able to successfully balance my work and personal life. (2022 Core Driver)** I am able to disconnect from work during non-work times.
Fair Pay - I am paid fairly and provided with benefits that are competitive with the market value for my job scope and duties. I feel that the organization is not taking advantage of me.	**I am fairly compensated for the work that I do.**
Objective Evaluation - My performance is assessed using objective and fair criteria for the work I've done. I judge the fairness of my evaluation based on a clear and objective understanding of how performance is assessed.	**My performance is evaluated fairly.**
Equitable opportunity - I receive equitable access to and am given fair and equal consideration for opportunities for advancement, job and project assignments, or any other rewards without being subjected to discrimination or other barriers.	**Everyone at <COMPANY_NAME> has an equitable opportunity to succeed. (Other 2022 Driver)** Regardless of background, everyone at <COMPANY_NAME> has an equal opportunity to succeed.

1 "top drivers" of engagement are employee opinions that highly correlate (r > 0.50) with eSat (happiness at work) and (willingness to) Recommend, and predict retention for 3 or more months

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Ongoing Research

Glint's original (2015) research on employee engagement dependent variables found that a single item, eSat (happiness at work), captured over 85% of the variance (r = 0.93) in an 11-item index of common outcome variables across multiple datasets (2022, "A Modern Approach to Measuring Engagement", Glint). Our cross-client attrition analyses also supported eSat as a top predictor of actual voluntary attrition giving us confidence to use it as a single-item attitudinal outcome measure by which to generate all engagement key drives – the short list of engagement core survey items highly recommend to our customers. With these findings, Glint has been able to provide customers with a platform that could accurately measure engagement through a minimal set of the most important employees experiences, and provide detailed feedback and actions to improve.

Beyond the Glint platform, the Microsoft Viva product suite is designed to impact not only engagement, but also productivity, and ultimately performance. By the end of 2022 the Viva People Science team realized we needed to expand our engagement model (employee experiences that drive happiness and success at work) as provided by the Glint platform to a "benefit chain" model that encompasses all that Viva can deliver, from employee-centric benefits to productivity and performance enhancements, to organizational impact.

In 2023, the Viva People Science team will perform extensive linkage analyses to examine the relationships between employee experience (as measured by the People Success Elements construct) and UX behaviors (as measured by m365 telemetry), and attitudinal outcomes, to talent metrics (e.g., performance, productivity, attrition, advocacy, etc.), and business impact. This research will produce incredible insights and help identify the best metrics and variable(s) by which customers can track and predict key talent and business outcomes as a function of the Viva platform experience. Here is the conceptual model of the linkage project (arrows represent the various attribute relationships that are being tested). Mid to late 2023, we will publish our findings.

Finding the proof points by linking EX to business success
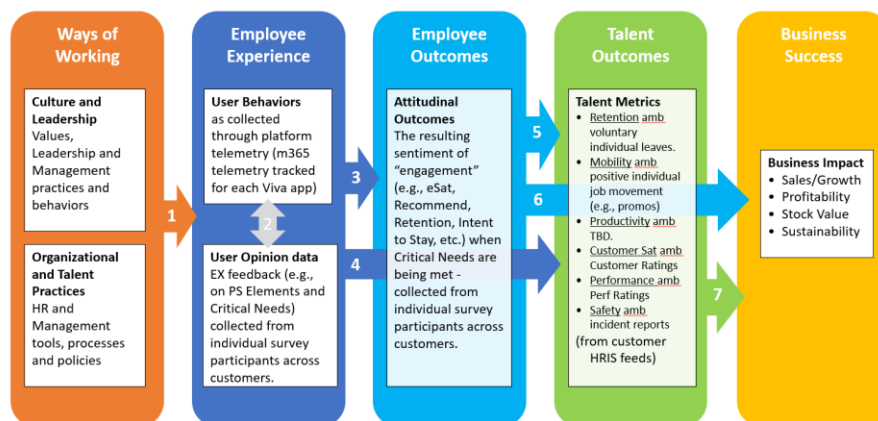
Appendix

  A. References
  B. Exhibits
     1. Select few Hierarchy of Needs models

Figure I: Summary of Needs Fulfillment Levels across Different Models

Maslow	Venula	Change Dynamics	Barrett	Vantage	REDii	SUMMARY CONCEPTS
Self-Actualization Needs	Self-fulfilment Engagement, innovation = empowerment, reach potential	Self-act = higher purpose, legacy, independence, choice, autonomy	Common Good = Purpose, service, contribution, mentoring, fulfillment, passion, creativity	Self-act = independent, motivates others, SME	Purpose = passion and fulfillment,	purpose, legacy, decision making, independence, choice, autonomy, empowerment, potential fulfillment, challenge, growth, creativity
Esteem Needs	Achievement = Pride, self-esteem, sense of contrib to the greater whole	Self-esteem = respect, decision making, independ., growth, contribution, recognition, having voice feeling valued	Performance = Productivity, efficiency, quality, results, self-esteem, competence,	Esteem = Recognition, accomplishment	Appreciation = status, recognition, reward achievement	self-esteem, status, pride, respect, contribution, accomplishment, appreciation, recognition, valued, worthy, voice
Belonging Needs	Camaraderie = Belonging, relat, trust, psych safety	Belonging = inclusiveness, collaboration, connection	Relationships = connection, respect, listening, open, comm	Belonging = support, cooperation and teamwork	Community = connection, appreciated,	trust, camaraderie, inclusion, connection, community, teamwork, cooperation
Safety Needs	Security = stability, safety, treatment	Safety = security, fair treatment, rights, justice, psych safety	Viability = Financial, stability, job security, Pay, safety, health	Safety = Safe, stability, job security,	Wellbeing = training, enablement	security, stability, phy and psych safety, fair treatment, equity, justice
Physiological Needs	Workspace = furniture, tech, basic tools for job	Physiol needs = Job opport, fair comp/ben/ workload,		Physiological Safety, mental health	Basic = safety, fresh air, rest and breaks	fair wages, benefits, equipment, workspace, breaks, clean air, breaks, health, wellbeing

Maslow's hierarchy of needs

The REDii Hierarchy of Employee Needs
December 8, 2019

Vantage Circle:
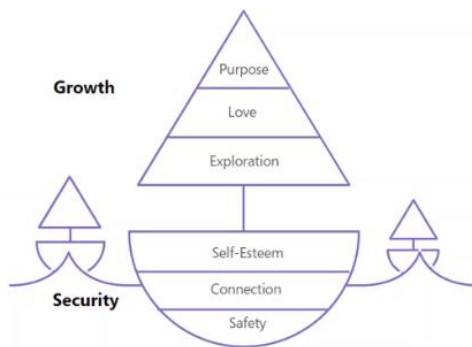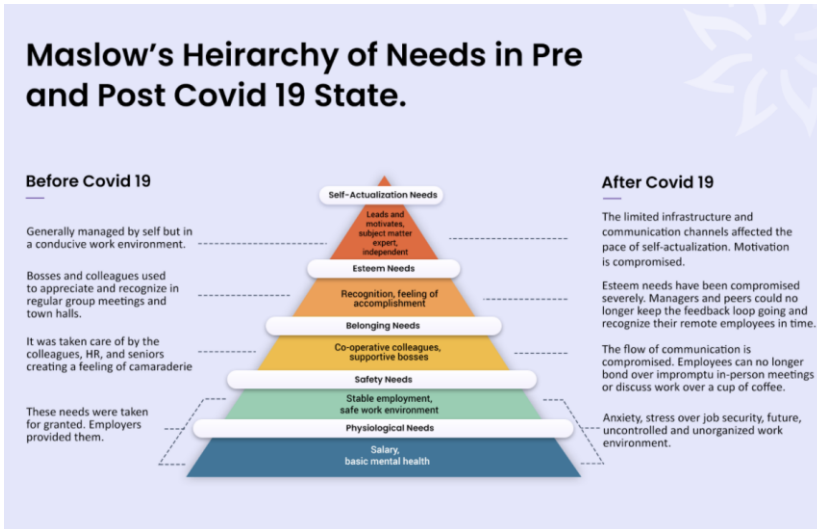
Functional

Maslow's hierarchy of human needs is the most famous example of a more functional approach to human well-being. The functional approach focuses on people as having various needs that should be met, and that through the meeting of these needs, an ideal human state is achieved. Scott Barry Kaufman's sailboat model is an updated version of this model

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What Motivates Employees ?

Maslow's Hierarchy can help us understand Employee's motivation

Purpose
Employees whose work enables them to contribute towards a greater cause that they believe in, are driven by a higher sense of achievement and fulfillment.

Learning & Growth
Employees who have the opportunity to continuously learn and are challenged in their job, are motivated by a sense of achievement and personal development.

Belong & connect
A sense of belonging and connection can only be fostered in an environment of fair and just treatment for all Employees. Employees must have a sense of pride in being part of the organization.

Fairness
Consistent fair treatment of all employees is the foundation for creating a culture of trust within the organization. Mistrust within the organization will lead to high stress levels and low motivation.

Independence
Employees empowered with the appropriate degree of choice and autonomy have a greater level of pride and ownership in their work. `

Voice & recognition
Employees who are able to voice their views and ideas across feel that their contributions are recognized and appreciated. Employees are then better able to realize self-actualization.

Opportunity to contribute
Employees must be provided with the appropriate opportunities to contribute at a level appropriate to their capabilities. If they do not feel valued, they can feel threatened which will negatively impact their performance.

Security & Certainty
High levels of uncertainty in the organization leads to employees feeling insecure & threatened. This has a negative effect on employee performance and productivity levels.

Self-Actualization
Able to contribute positively towards a greater goal, Contributing to Humanity, Building a legacy.

Self-Esteem
Respect of management & colleges, appropriate level of decision making independence, Fair Performance Management System, Career Growth, Personal Development

Love & Belonging
Comradery among colleagues, Inclusiveness (lack of discrimination), minimal office politics, Collaborative Culture, no blame culture

Safety & Security
Fair treatment of Employees, Workers rights, Safe working environment, Medical Insurance, etc.

Physiological Needs
Job Opportunity, Fair Compensation, Reasonable working hours, Fair benefits, access to food & drinks, etc.

Self-fullfillment needs

ENGAGEMENT AND INNOVATION:
Empowerment, ownership, embracing one's role in a way that allows them to reach their true potential

INDIVIDUAL ACHIEVEMENT:
Pride, self-esteem, confidence, sense of an individual contribution to the greater whole

Psychological needs

TEAM CAMARADERIE:
Belonging to a team, positive workplace relationships, trust, psychological safety

SECURITY AND STABILITY:
Job security, organizational and team stability, a safe work environment free from threats of physical or emotional harm

Basic needs

WORKSPACE:
Workspace, furniture, supplies, technology, basic resources to do their job

https://magazine.vunela.com/a-new-framework-for-employee-engagement-the-hierarchy-of-employee-needs-7cfb0c6e36f7

https://www.forbes.com/sites/danpontefract/2016/01/26/maybe-we-need-to-think-about-workplace-actualization/#5ef833ca4046

The Barrett Model Research: https://www.valuescentre.com/resource-library/theoretical-support-barrett-model/
https://www.valuescentre.com/barrett-model/

6-Factor Model of Psychological Well-being (Ryff, 2005)

Data Findings:

LinkedIn Omnibus Survey, October 2020

General

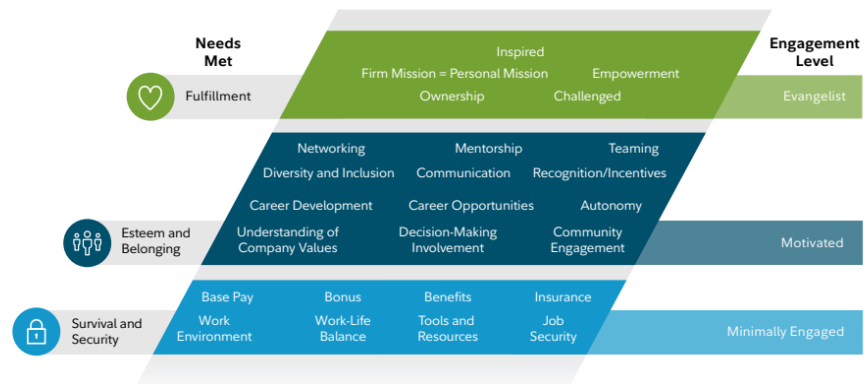| oct_work_needs: In your opinion, how important are each of the following when it comes to work?	
Bottom 2 Summary	
Not important at all + Slightly important	
	October Total
Bottom 2 Summary (Average %)	
Seeing how my work makes the world a better place	8%
Being recognized for my unique contributions and perspectives	4%
Feeling a sense of belonging in my work community	4%
A stable job that provides economic security	3%
Being treated fairly at work	1%
Work conditions that keep me safe and healthy	1%
Top 2 Summary	
Very important + Extremely important	
	October Total
Top 2 Summary (Average %)	
Seeing how my work makes the world a better place	67%
Being recognized for my unique contributions and perspectives	77%
Feeling a sense of belonging in my work community	80%
A stable job that provides economic security	83%
Being treated fairly at work	95%
Work conditions that keep me safe and healthy	92%

Region Cut

oct_work_needs: In your opinion, how important are each of the following when it comes to work?	EMEA (A)	APAC (B)		NAMER (C)		LATAM (Brazil Only) (D)	
Bottom 2 Summary							
Not important at all + Slightly important							
	EMEA (A)	APAC (B)		NAMER (C)		LATAM (Brazil Only) (D)	
Bottom 2 Summary (Average %)							
Seeing how my work makes the world a better place	9%	5%		9%	B	7%	
Being recognized for my unique contributions and perspectives	4%	2%		5%	BD	2%	
Feeling a sense of belonging in my work community	4%	3%		5%	bD	1%	
A stable job that provides economic security	4%	2%		2%		8%	BC
Being treated fairly at work	1%	1%		1%		0%	
Work conditions that keep me safe and healthy	1%	1%		1%		1%	
Top 2 Summary							
Very important + Extremely important							
	EMEA (A)	APAC (B)		NAMER (C)		LATAM (Brazil Only) (D)	
Top 2 Summary (Average %)							
Seeing how my work makes the world a better place	61%	77%	C	63%		75%	C
Being recognized for my unique contributions and perspectives	78%	84%	C	71%		81%	C
Feeling a sense of belonging in my work community	80%	82%	C	77%		83%	C
A stable job that provides economic security	77%	86%	D	89%	BD	70%	
Being treated fairly at work	95%	94%		95%	b	97%	b
Work conditions that keep me safe and healthy	90%	92%		93%		95%	

Seniority Cut

oct_work_needs: In your opinion, how important are each of the following when it comes to work?						
Bottom 2 Summary						
Not important at all + Slightly important						
	IC (A)		Manager (B)		Director+ (C)	
Bottom 2 Summary (Average %)						
Seeing how my work makes the world a better place	8%		7%		8%	
Being recognized for my unique contributions and perspectives	3%		3%		4%	
Feeling a sense of belonging in my work community	4%		3%		4%	
A stable job that provides economic security	3%		2%		5%	AB
Being treated fairly at work	0%		0%		1%	
Work conditions that keep me safe and healthy	1%	B	0%		1%	B
Top 2 Summary						
Very important + Extremely important						
	IC (A)		Manager (B)		Director+ (C)	
Top 2 Summary (Average %)						
Seeing how my work makes the world a better place	67%		69%		65%	
Being recognized for my unique contributions and perspectives	78%		78%		76%	
Feeling a sense of belonging in my work community	80%		81%		80%	
A stable job that provides economic security	86%	C	86%	C	78%	
Being treated fairly at work	95%		96%	C	93%	
Work conditions that keep me safe and healthy	91%		93%	C	89%	

Age/Generation Cut

oct_work_needs: In your opinion, how important are each of the following when it comes to work?								
Bottom 2 Summary								
	Gen Z (A)		Millenials (B)		Gen X (C)		Baby Boomers (D)	
Bottom 2 Summary (Average %)								
Seeing how my work makes the world a better place	6%		6%		7%		12%	ABC
Being recognized for my unique contributions and perspectives	5%		3%		3%		5%	
Feeling a sense of belonging in my work community	4%		3%		4%	b	4%	
A stable job that provides economic security	3%		3%		3%		3%	
Being treated fairly at work	2%	b	1%		1%		1%	
Work conditions that keep me safe and healthy	1%		1%		1%		1%	
Top 2 Summary								
	Gen Z (A)		Millenials (B)		Gen X (C)		Baby Boomers (D)	
Top 2 Summary (Average %)								
Seeing how my work makes the world a better place	78%	BCD	70%	D	68%	D	61%	
Being recognized for my unique contributions and perspectives	77%		81%	CD	75%		76%	
Feeling a sense of belonging in my work community	79%		81%		80%		79%	
A stable job that provides economic security	85%		84%		83%		83%	
Being treated fairly at work	91%		95%	A	96%	A	95%	A
Work conditions that keep me safe and healthy	93%		92%		91%		92%	